DOCUMENT RESUME

ED 364 241 IR 054 741

AUTHOR	Siggins, Jack, Comp.
TITLE	Academic Status for Librarians in ARL Libraries. SPEC Kit 182.
INSTITUTION	Association of Research Libraries, Washington, D.C. Office of Management Services.
REPORT NO	ISSN-0160-3582
PUB DATE	Mar 92
NOTE	157p.
AVAILABLE FROM	Association of Research Libraries, Systems and Procedures Exchange Center, Office of Management Services, 1527 New Hampshire Avenue, N.W., Washington, DC 20036.
PUB TYPE	Reports - Descriptive (141)
EDRS PRICE	MF01 Plus Postage. PC Not Available from EDRS.
DESCRIPTORS	*Academic Libraries; *Academic Rank (Professional); Career Development; *College Faculty; Employment Qualifications; Evaluation Methods; Higher Education; *Librarians; Library Surveys; Nontenured Faculty; Performance; Promotion (Occupational); Questionnaires; Research Libraries; *Tenure; Tenured Faculty
IDENTIFIERS	*Association of Research Libraries; *Faculty Status

ABSTRACT

Faculty status for librarians at academic institutions has been an unresolved issue for many decades. In 1991, the Office of Management Services of the Association of Research Libraries (ARL) conducted a survey of the 107 members on the topic of faculty status. Ninety-nine responses were received. Responses clearly reveal that the term "tenure" is synonymous with security of employment in some institutions, although a variety of terms are used to mean the same condition. Most library tenure programs review the practice of librarianship, research and publications, and service, although there is a wide variation in the importance attached to each and the documentation required to establish tenure. While a majority of institutions do not assign professorial ranks to their librarians, all have adopted a system in which performance is reviewed and a degree of job security is rewarded for acceptable performance. The question of whether to endow librarians with faculty titles and status appears of less concern than the presence of some form of promotion and tenure program. Selected documents from 18 academic libraries in the United States and Canada provide examples of policy statements relating to tenure and status. A flyer which summarizes the kit is included. (SLD)

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SYSTEMS AND PROCEDURES EXCHANGE CENTER

Kit 182

Academic Status for Librarians in ARL Libraries

March 1992

ED 364 241

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SYSTEMS AND PROCEDURES EXCHANGE CENTER

Flyer 182

Academic Status for Librarians in ARL Libraries

March 1992

INTRODUCTION

Faculty status for librarians at academic institutions has been an unresolved issue in the profession for many decades. The question of whether the rights and obligations inherent in faculty rank, title and status should be applicable to librarian positions has been answered differently from institution to institution. At those where the answer has been "no," an alternative mechanism for librarians has been developed in order to provide them with a degree of job security similar to that afforded faculty through the tenure system, while retaining the distinction in roles between faculty and librarians. Such solutions have lead to the development and implementation of a set of professional standards unique to academic librarians. These standards tend to reflect the unique job requirements of academic librarians, incorporating some of the characteristics of the faculty (i.e., teaching and research) and some of managers in non-academic organizations (i.e., job performance).

In 1991, the Office of Management Services conducted a survey of the 107 members of the Association of Research Libraries on the topic of faculty status. The purpose of the survey was to reveal the number of ARL institutions that grant their librarians full faculty status, including professorial rank and tenure. A total of 99 responses (93%) was received. In addition to the issues of faculty status, rank and title, the survey also addresses the criteria for appointment and tenure.

SURVEY RESULTS

Tenure and Faculty Status. Responses to the survey clearly reveal that the term "tenure" is synonymous in some institutions with security of employment. They further reveal that a variety of terms and combinations of terms is employed essentially to describe the same condition. To the question, "Do librarians at your library have faculty status and are they eligible for tenure?", thirty-five replied yes; 31 claimed academic status with continuing appointment; 9 claimed faculty status with continuing appointment; 1 claimed academic status with tenure; and 23 fell into the "Other" category with a variety of nomenclature. Each of four libraries reported using two alternative tracks for library faculty: the tenure track requiring evidence of research and publication to achieve tenure; and an alternative track of "continuing appointment" (variously defined) requiring no publication. Even though they claimed to have faculty status, 2 libraries indicated that their librarians hold "academic" appointments, as distinct from faculty. Four other libraries said they have tenure, but use the term "continuing appointment" to describe their status.

Criteria and Documentation Required for Tenure. These documents submitted contain detailed criteria for decisions concerning appointment, promotion, and tenure, along with extensive descriptions of the procedures to be followed. Documents describing criteria for tenure submitted by 21 of the 35 libraries show a range of emphases, but a great deal of similarity in the lists of activities and standards used for evaluation. Most library tenure programs review three areas of performance: the practice of librarianship, research/publications, and service. There is, however, a wide variance in the weights applied to these components. Sixteen libraries apparently weigh each component equally; 19 state explicitly that excellence in librarianship as the primary factor; 5 do not require research and publication; 2 require an advanced degree beyond the MLS; and 3 have only general language, such as, librarians "must be subject to standards governing promotion and tenure that reflect their identity." Some state explicitly that the most important factor in evaluating a librarian for tenure is excellence in librarianship. In these instances, research and publication are given less weight; that is, excellence in research alone would not be an acceptable substitute for excellence in librarianship as a performance requirement.

At those institutions where research and publication are required, the amount necessary for tenure is usually not set. Only a few quantify criteria, as in "at least two or three substantial articles," "one book," or "four reviews." Most also require that the research and publication be in topics related to libraries and information science; only two libraries permit research in other topics to be counted toward tenure. The types of documentation required to support tenure or promotion range from simple narrative statements to detailed lists. Some also provide definitions of "superior performance," or "excellence."

Several institutions require a review of probationary library faculty in the third or fourth year following appointment. An unfavorable evaluation of the performance would result in termination.

Standards set by the American Association of University Professors call for the evaluation of tenure-track, non-tenured faculty by the sixth year following initial appointment. The final evaluation process begins in the fifth year in order to enable decisions to be made before the end of the sixth year, with either tenure or termination to begin with the seventh year.

According to documents submitted for this survey, however, librarians in some institutions are reviewed under a different schedule. At one, for instance, the review of librarians occurs in the seventh year. Another allows appointment to a non-tenure track position for a maximum of three years; when performance is satisfactory, promotion to a tenure track position is made, followed by a six-year period before a final tenure evaluation occurs. This latter example amounts to a total of up to 9 years of service before a final tenure decision is required. Another institution allows appointment as Instructor in a non-tenure track position with the option of either remaining in that category indefinitely or moving into a tenure track position (this policy is currently under review). At still another institution, the Director may appoint a librarian either to a tenure track or non-tenure track position, with the opportunity to switch after three years.

Titles. Of the 35 libraries reporting faculty status with tenure for librarians, 17 use professorial titles. Fifteen use librarian titles: most frequently, Librarian, Associate Librarian, Senior Assistant Librarian, and Assistant Librarian; less frequently, Librarian I through IV. One library employs the title "Curator."

ISSUES AND TRENDS

However it may be termed, job security is an issue which most libraries have addressed. Criteria are in place and have been extensively documented in most cases. While a majority of institutions do not assign professorial ranks to their librarians, all have adopted a system in which performance is reviewed against a set of standards and a degree of job security is rewarded for acceptable performance. Despite the abundance of documentation generated by librarians to support faculty status programs in their universities, the criteria applied in tenure decisions and the process for their application are not perceived to be totally satisfactory at every institution. In fact, two institutions have indicated that reviews of their programs are currently under way.

When the issue of tenure and faculty rank or status for librarians is raised--perhaps following the installation of a new provost or chief academic officer--the director of the library may be required to explain to the university administration the role of the librarian in the academic community. The director will also need to argue for evaluation of librarians on the basis of the work they do and not according to the "publish or perish" standards imposed by the academic faculty model.

The presence of some form of promotion and tenure program for librarians at so many institutions indicates that these issues are important to academic librarians. All institutions have acknowledged the unique roles and responsibilities of their librarians to at least some extent, and have adjusted the performance requirements to be applied to librarians accordingly.

The question of whether to endow librarians with faculty titles and status, with its concomitant publishing requirement, appears to be of less concern to academic librarians. Rather, the emphasis at most institutions seems to be on defining or refining a fair process for librarians to achieve promotions and a degree of job security or "tenure." When raised, the issue of faculty status for librarians is likely to be influenced more by the attitudes and perspectives of local campus administrators and faculty than the demands of librarians or any standards set by national library organizations. Nonetheless, conditions on any one campus may warrant an effort by the librarians to seek the same kind of protection afforded faculty in order to assure the presence of skilled staff necessary to provide effective service.

This kit and flyer was compiled by Jack Siggins, former Deputy University Librarian, Yale University, and was prepared as part of the OMS Collaborative Research/Writing Program. The survey was designed by Ronald P. Naylor, University of Miami.

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Kit 182

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March 1992

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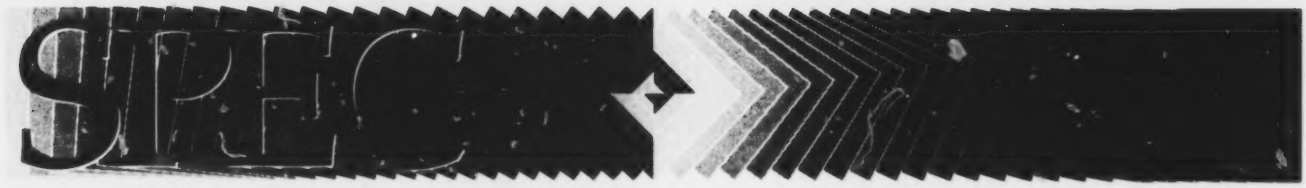

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SURVEY

ASSOCIATION OF RESEARCH LIBRARIES
OFFICE OF MANAGEMENT SERVICES
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TO: SPEC Liaisons

FROM: C. Brigid Welch, Program Officer for Information Services
Ronald P. Naylor, University of Miami

DATE: 1 May 1991

SUBJECT: SPEC Survey and Call for Documents on Academic Status

We are preparing a SPEC Kit for the ARL Office of Management Services on the topic of criteria for tenure and promotion of librarians. The kit will include information from ARL members whose librarians enjoy *faculty* status and eligibility for tenure, and those institutions whose librarians enjoy *academic* or other status and rank and who are eligible for a form of permanent contract other than tenure.

Please return this questionnaire and documents by June 1, 1991. If you have questions, contact Ronald Naylor at the University of Miami Libraries by telephone, (305) 284-4585 FAX, (305) 665-7352; or BITNET, rnaylor@umiami. The questionnaire and documents should be returned to Brigid Welch, Program Officer for Information Services, Office of Management Services, 1527 New Hampshire Ave., NW, Washington, DC 20036. FAX: (202) 462-7849.

SPEC SURVEY - ACADEMIC STATUS

Library/Institution: _____

Contact Person: _____

Title: _____ Telephone: _____

1. Do librarians at your library have faculty status and are they eligible for tenure?

   _____ yes _____ no

2. If librarians at your library are not eligible for tenure, please indicate (a) the name of their status and, (b) in descending order of rank, with the highest rank first, the titles given librarians (e.g., Status: Academic. Titles: Librarian 3, Librarian 2, Librarian 1).

   Status: _____

   Titles: _____

   _____

   _____

3. DOCUMENTS requested. Please send copies of documents which describe the procedures and criteria used to evaluate librarians for tenure and promotion. Include a description of the permanent contract if it is not tenure.

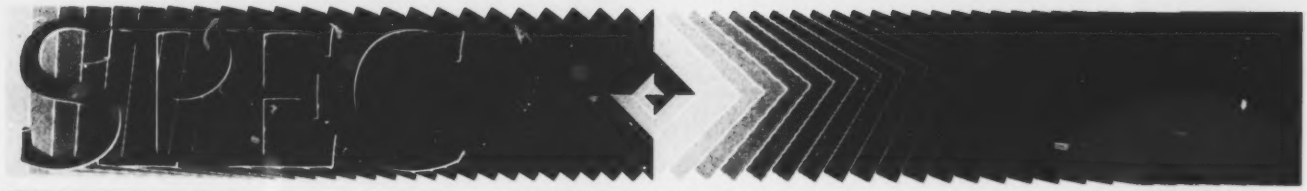
Please return completed survey and supporting documents to OMS by June 1, 1991.

Academic Status: Question #1 - "Yes" responses

University of Nebraska, Lincoln
University of Cincinnati
Virginia Tech
Louisiana State University
New York University
Purdue
Colorado State
Washington State
Brigham Young University
SUNY Albany
University of Tennessee
University of Alberta
Ohio State
University of Arizona
Oklahoma State
Southern Illinois University
University of Kentucky
University of Hawaii
University of Alabama
Indiana University
University of New Mexico
University of Colorado
University of Kansas
Wayne State University
McGill University
University of Oklahoma
Rutgers
University of Virginia
University of Iowa
University of Chicago
University of Southern California
Texas A&M University
University of Illinois, Urbana-Champagne
SUNY Buffalo
Penn State University
Kent State

Academic Status: Question #1 - "No" responses

Northwestern University
University of Chicago
Johns Hopkins University
University of Guelph
Rice University
Florida State University
Princeton University
Pittsburgh
University of Washington, St. Louis
Harvard University
Syracuse University
University of Maryland
Vanderbilt University
University of North Carolina, Chapel Hill
University of Washington, Seattle
University of Missouri
University of Notre Dame
University of California, Berkeley
Tulane University
Massachusetts Institute of Technology
University of California, Santa Barbara
Cornell University
University of Houston
University of Iowa
University of Massachusetts, Amherst
University of Rochester
University of Texas
Columbia University
Georgetown University
University of California, Riverside
Georgia Institute of Technology
University of California, Los Angeles
Laval University
University of California. Davis
University of Manitoba
University of Delaware
Arizona State University
University of Georgia
Case Western Reserve
Yale University
University of Saskatchewan
Howard University
McMaster University
Michigan State
Emory University
Duke University
University of Western Ontario
University of Michigan
Dartmouth
University of Pennsylvania
Stanford University



SYSTEMS AND PROCEDURES EXCHANGE CENTER

DOCUMENTS

UNIVERSITY OF ALABAMA

University Libraries
(insert to Faculty Handbook)

IV. CRITERIA AND STANDARDS FOR AWARDING TENURE TO PROBATIONARY LIBRARY FACULTY

The decision to award tenure to a probationary faculty member is an affirmative act based upon an individual's performance, accomplishments, and potential for ongoing contribution to the University's academic programs and teaching, research, and public service missions.

A. Criteria and Standards

To merit the award of tenure, a probationary faculty member must satisfy the following criteria and standards of performance as an academic research librarian:

1. A successful candidate must present convincing evidence as a facilitator of the instructional and research activities of the University; each candidate's record must be judged sufficient in quality to demonstrate continuing and substantial progress toward an outstanding level of performance.

   Documentation of a candidate's performance in facilitating the instructional and research activities of the University should include at least the following:

   (a) Evidence of effective performance by the candidate in acquiring, organizing, managing, disseminating, preserving and/or interpreting information.

   (b) Opinions of associates and/or library users regarding the candidate's performance.

(c) Evidence that the candidate has made contributions (beyond those included in responsible academic citizenship) to improving the quality of the library service in his/her area of responsibility. Such contributions may include: leadership within the organization (committee work, reports, proposals), authorship of in-house management tools (procedures and policies), creation of instructional and research aids, teaching credit courses, offering class orientations, and supervision of graduate interns.

2. A successful candidate must present a strong, continuing record of research, publication, creative activity, and/or professional contribution in his/her area(s) of specialization: this record must be sufficient in both quantity and quality to demonstrate substantial progress toward an outstanding level of performance.

The University encourages scholarship, research, scholarly and professional writing, and other professional activities that contribute to the advancement of knowledge. Within that array of intellectual and professional activities no single norm for evaluative purposes is applicable uniformly to all the faculty of the University, because the ethos of each area varies. Departments and academic divisions are encouraged to amplify the University criteria and standards with more explicit and specific criteria which may be appropriate to their academic area so long as these amplifications do not diminish or conflict with University criteria and standards.

Because the diversity of academic research

librarianship reflects the diversity of a university, most, if not all, of the intellectual and professional activities that lead to the advancement of knowledge generally throughout the University are appropriate to the evaluation of a librarian's career in matters of tenure. In order to achieve success in academic research librarianship and, therefore, to be granted tenure, a librarian must be successful in activities such as those summarized below, appropriate to academic research librarianship, beyond satisfactorily executing the primary assignment. Both the quality and quantity of scholarly and professional contribution are considered in relation to the candidate's rank and areas of specialization. The following are examples of the types of scholarly and professional contributions that are considered:

books

articles or chapters in books

research reports

contract or grant activity

papers presented

editorial board membership

leadership in continuing education in the profession

leadership in extra-University planning for the improvement of library service to scholarship

consultation

any type of creative effort which contributes to the candidate's field of specialization

In appraising the quantity and quality of a candidate's professional and creative contributions to his/her area(s) of specialization, emphasis is placed upon (1) whether the amount of research, publication, and creative activity the candidate presents is commensurate with what should be expected of someone applying for tenure, (2) evidence as to the substantive and consistent nature of the candidate's professional or creative efforts, (3) the quality of the books, articles or chapters in books, research reports, or papers presented, (4) the calibre of the publications in which the candidate's works have appeared, (5) any evidence of the impact which the candidate's works have had on librarianship and of the extent to which the candidate's publications have been recognized or cited by others, (6) the emerging professional stature of the candidate, (7) the quality of any invitations to consult or lecture, and (8) the quality of any participation by the candidate in research contract or grant activities.

3. Each successful candidate must show evidence of a continuing record of responsible academic citizenship appropriate to the candidate's area.

   The absence of responsible academic citizenship on the candidate's part detracts from what otherwise may be a strong set of qualifications for tenure.

4. Each successful candidate must have made substantial progress toward achieving a professional status which will enhance the

stature of the University's faculty and must be judged to have potential to make a continuing contribution to the University's mission in teaching, research, and public service.

Usually, tenure is awarded only to faculty members who hold the rank of Associate Professor or Professor. However, there are times when it may be appropriate for Assistant Professors to be considered simultaneously for both tenure and promotion to Associate Professor, in which case tenure may be awarded at the same time as promotion to Associate Professor. There may arise exceptional cases where it is appropriate to award tenure to a person who holds the rank of Assistant Professor or Instructor and is not a candidate for promotion; in these instances the candidate must satisfy conditions 3 and 4 above and, in addition, must present convincing evidence of outstanding performance and effectiveness as a facilitator of the learning and research activities of the University. While tenure may be awarded in unusual cases to faculty members who are Instructors or Assistant Professors, any subsequent promotion of such individuals to a higher academic rank requires that they meet the performance expectations regarding research, publication, creative activity, professional contribution, and scholarly efforts in their areas of specialization.

5/17/89

TENURE STANDARDS FOR LIBRARIANS

In teaching faculties at the University of Alberta, the emphasis in judging a tenure candidate's performance falls primarily within the categories of 'teaching' and 'research and scholarly work'. Since the functions of librarians differ from those of teaching faculty, the standards governing tenure for librarians must reflect a different emphasis.

Librarianship is founded on the skills and techniques needed to organize and access information. These techniques encompass development and maintenance of collections, provision of bibliographic access and control, and assignment of resources as appropriate to information retrieval needs.

Librarians commonly give instruction in the effective use of library resources; they do not as frequently engage in formal classroom teaching. Some librarians have the opportunity to pursue extensive research projects or to write for professional publication; but most of their time and energies are, of necessity, spent exercising their skills in support of research faculty work and the teaching curriculum, developing appropriate collections, and establishing effective bibliographic control over them, all with an eye to assisting faculty and students in their scholarly endeavour.

Tenure is defined in the Agreement (1.06) as: "Tenure" means an appointment to the staff without term which may be terminated only by resignation, retirement, death, or in accordance with the terms of this agreement and in addition:

(a) shields the rights of the individual librarian against political or personal attach,

(b) provides a staff whose professional competence ensures the continued growth and development of the library, and

(c) protects the academic freedom of the library.

Tenure implies selectivity and choice. It is granted neither lightly nor automatically, but on the proven merits of the librarian's performance in his or her specific institutional context. This performance both demonstrates professional excellence, and indicates future potential in the field of librarianship.

In normal circumstances, the initial probationary appointment shall be followed by a second probationary appointment, not to exceed 24 months. A librarian shall be considered for tenure at the end of the second probationary appointment.

When a librarian is considered for tenure, the decision involved should be a natural and orderly outgrowth of the successive

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annual performance appraisals, of which there would normally be three.

These appraisals must, therefore, be properly conducted by the supervisor. The latest, and one previous, performance appraisal must show a rating of "meets all expectations in major areas of responsibility" for the candidate to qualify for tenure.

Also, when appropriate, the record must show that the tenure candidate was advised of any shortcomings in performance, and counselled as to suitable remedies, during the review period.

The following categories are used to review a librarian's performance for the purpose of granting tenure:

(a) Professional performance, including the discharge of subject, activity, materials or management responsibilities;

(b) Knowledge of the discipline and specialization;

(c) Contribution to division, the library and the University;

(d) Professional conduct;

(e) Professional or scholarly-related research for publication;

(f) Contribution to professional and academic bodies and public service.

Of the preceding, professional performance (a) is the most important criterion. Knowledge of the discipline and specialization (b) and contribution to division (area), library and the university (c) are also essential.

Professional or scholarly-related research for publication (e) and contribution to professional and academic bodies and public service (f) are considered, but are not as heavily weighted as a librarian's performance, knowledge of discipline and specialization, and contribution to division, the library and the University.

Professional conduct (d) generally comes under consideration only when standards have been breached.

On the following pages are suggested criteria and recommended documentation to be used in evaluating the suitability of a candidate for tenure.

A. Professional performance, including discharge of subject, activity, materials, and/or management responsibilities.

The effective librarian should demonstrate intellectual competence, integrity, responsibility, and initiative. More specifically, (s)he must demonstrate application of the requisite bibliographic, subject and/or language skills to the development, organization and utilization of the library's collections and services.

Since a variety of such skills is required in the library system, it follows that evaluation of a particular tenure candidate must take into account the functions specific to that candidate's position, and the interpersonal and organizational skills with which these responsibilities are carried out. In the evaluation of a given candidate, one of the following areas should be emphasized:

(a) Familiarity with the teaching and research programs of the University, and ability to translate this knowledge into effective access service.

(b) Effectiveness in applying bibliographic techniques to the acquisition and development of library collections.

(c) Ability to apply the principles of cataloguing and classification in a manner which facilitates access to the library's resources.

(d) Effectiveness in stimulating use of the library, and in helping faculty and students to utilize its collections and services.

(e) Ability to administer a library unit or area effectively, through capable organization and direction, responsible delegation of authority, and fair and considerate treatment of staff.

B. Knowledge of the discipline and specialization.

The tenure candidate should possess the following attributes:

(a) A degree from an accredited library school (or approved equivalent), and other educational requirements as specified at time of appointment.

(b) An awareness of current developments in the library profession and appropriate subject fields.

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(c) Continuing scholarly growth as exemplified by formal or informal study:

- course work beyond last received degree;
- development of professionally relevant skills (eg. computer programming, statistics, management techniques);
- attendance at professional or scholarly meetings, conventions, conferences, workshops, etc.
- in-depth visits to or analyses of other libraries for purposes of gaining insights into technical procedures, services, buildings, etc.
- receipt of fellowships, grants, awards, and special honours.

C. Contribution to division, library and university.

This category encompasses all noteworthy activity which goes beyond the specific job tasks assigned and enumerated by the candidate's supervisor, and which is not addressed under another criterion. It includes, but is not restricted to, participation in library task forces, committees, working groups, and the like, as well as similar activities in the wider university context.

D. Professional conduct.

The professional conduct expected of a librarian relates to such basic ethical standards as are set by the Canadian Library Association (see Appendix B) and the University of Alberta Code of Ethics (forthcoming).

E. Professional or scholarly-related research for publication.

While the term "publication" is interpreted broadly, it must be evident that the intended audience is wider than that occasioned by the candidate's normal working environment. A publication submitted for evaluation should be relevant to the development or improvement of methods for disseminating information, or be within the subject field of the candidate's responsibilities.

A publication can be, but is not restricted to, any of the following:

- a scholarly exhibition intended for publication;
- a subject index or classification scheme;
- a paper or lecture presented at a conference, workshop, seminar etc.
- the planning, conducting, and/or directing of research which has professional or scholarly significance, including research-in-progress;
- a published book, paper, essay, study or article, with more weight being given to a refereed work;
- a system analysis or computer program.

F. <u>Contribution to professional and academic bodies, and public service.</u>

Such a contribution can be, but is not restricted to, any of the following:

(a) Participation in local, provincial, national or international professional or scholarly bodies (eg. GELA, LAA, CLA, ALA, IFLA, and the like). "Participation" is interpreted as more than simply membership. The description should include the activities and responsibilities of any office held.

(b) Professional consultation. For example:

- conducting special lectures, other than those which are normally part of bibliographic instruction;
- counselling students' groups or advising on activities;
- teaching courses in a library science or library technician programme, or in a relevant subject field;
- supervision of student projects.

(c) Community service activity. For the tenure evaluation, such activity is relevant only if it enhances the public image of the library/university, and/or entails utilization of the candidate's professional skills.

Section 3. Continuing Status.

A. Definition
Continuing status is an institutional commitment to permanent continuous employment to be terminated only for just cause as outlined in the UHAP Ch. 4 and ABOR Policy Manual 6-301. The purpose of continuing status is to protect the professional and intellectual freedom of the librarian and to provide a staff whose professional competence will insure the continued development of the Library. "'Professional and intellectual freedom' shall mean the right and responsibility to exercise judgment within the standards of the employee's profession. Professional and intellectual freedom is defined as 'academic freedom' for those employees involved in teaching and/or research." (ABOR Policy Manual 6-301, p. 36, revised 6/28/85).

Continuing status is not granted lightly nor automatically upon completion of the probationary period but is based on excellent performance and the promise of continued excellence and professional growth. While the evaluation of an individual for continuing status is based to a great extent on a person's performance in a particular department or unit of the Library, it is also critical that the librarian demonstrate qualities which extend beyond the requirements of a particular job and that support the University's missions of teaching, research, and service. Normally, individuals will be reviewed for continuing status in their sixth year (less any time granted for prior service).

B. Criteria
Librarians shall be evaluated for continuing status in three interrelated areas: 1) Position effectiveness; 2) Scholarship; 3) Service. Of these, position effectiveness is foremost. Contributions in scholarship and service should demonstrate continuing professional development.

1. Position Effectiveness. The primary requirement for continuing status is performance at a high professional level in such areas as collection development, bibliographic organization and control, public service, and administration and supervision. The criteria for an individual candidate are to be applied in relation to specific responsibilities as detailed in the position description(s). In recommending a candidate for continuing status, the appropriate criteria listed below are to be considered.

    a. Demonstrated effectiveness in collection building, including study and evaluation of collections and the selection and acquisition of books, serials and other

materials and information services.

b. Demonstrated effectiveness in developing and maintaining bibliographic records and/or systems by means of classification, cataloging, and other processes.

c. Demonstrated effectiveness in providing guidance and assistance in the effective use of bibliographic records and/or systems and collections, through formal or informal instruction in research methods and library use, and by promoting the Library and its collections.

d. Demonstrated effectiveness in the administration and management of the University Library, a division or other sub-unit(s).

e. As the ability to work well with others is important in academic library positions, professional and interpersonal skills must also be considered in judging a librarian's position effectiveness. Factors to be considered are:

1. Effective communication at all levels;
2. Analytical skills and ability to make decisions;
3. Ability to instruct and supervise others fairly;
4. Ability to accept and delegate authority and responsibility;
5. Ability to apply and accept constructive criticism;
6. Independence of judgement and initiative;
7. Creativity, originality, and ingenuity in the many technical and human situations encountered in professional service;
8. Willingness to contribute to the planning and decision-making processes where possible;
9. Flexibility; adaptability to change.

f. Additionally, professional growth and development achieved through relevant continuing education--including coursework leading to an advanced degree--are recognized as part of the position-effectiveness of a librarian.

2. Scholarship. This is an important component of the growth of a librarian. Evidence of contributions to the field of librarianship must be present, although activities or products may include a combination of contributions to librarianship and to other academic

disciplines. An exception to this general rule may be made only if warranted by the librarian's expected role in the library and/or by overriding accomplishments in position effectiveness and service. Relevant examples of scholarship include:

a. presentations at conferences and meetings (including poster sessions and similar activities);
b. published bibliographies; reviews, indices, or abstracts of books or other literature;
c. books, chapters in books, or articles in scholarly or professional journals;
d. other creative projects that benefit the Library or the profession.

Activities or products that are not disseminated beyond the campus are to be evaluated as components of position effectiveness or service.

3. Service. This area includes professional and scholarly service to the Library, the University, the profession, and the community.

a. Service to the Library may include active participation on committees; grants developed and received; or similar activities.

b. Service to the University may include active participation on University, college, or departmental committees or the Faculty Senate; teaching, consulting; or similar activities.

c. Service to the profession may include active participation at the international, national, regional, state, or local level in professional and learned societies--as an officer, as a committee chair, or as a committee member; consulting; service as a member of a team of experts, task force, review committee, or similar body; public appearances in the interest of the profession.

d. Service to the community may include such areas as serving as a librarian or archivist for a community organization; lectures, presentations, and continuing education courses taught in the community if they are related to the individual's role as a librarian and/or university faculty member.

Section 4. Promotion.

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A. General Statement

Librarians are promoted in rank on the basis of their professional accomplishments through position effectiveness, scholarship, and service.

Year-to-year appointees are also eligible for promotion. The criteria for promotion are the same as those described in Section 4.B.

Promotion to the rank of Associate Librarian is awarded to an Assistant Librarian at the time of achieving continuing status; however, promotion to the rank of Librarian from Associate Librarian is not automatically granted upon the attainment of continuing status. A person with the rank of Associate Librarian may be recommended for promotion to the rank of Librarian at any time subject to the requirements set out below. Promotion to the rank of Librarian is based on achievement rather than years in rank. It requires sustained excellence over a period of years and the promise of continued excellence.

Either the candidate or the candidate's supervisor may initiate the promotion process on the candidate's behalf. The documentation and process are similar to that employed for continuing status review outlined in Section 5.B.

B. Criteria for Promotion

The criteria for promotion are based on the definitions of rank as given in Section 1.B. Evidence must be provided of substantial and continued development beyond what was accomplished to achieve the present rank.

1. Promotion to Associate Librarian.
   Promotion to this rank shall require excellent overall performance at the Assistant level. The criteria shall be the same as those for continuing status.

2. Promotion to Librarian.
   Promotion to this rank shall require outstanding performance in all aspects of assigned responsibilities as well as widely recognized achievements and contributions to the profession.

Candidates must show a higher level of accomplishment than was required at the Associate level and will be evaluated in the following three areas:

a. Position Effectiveness. A candidate shall demonstrate mastery of a major area of librarianship and the highest degree of independent responsibility.

Substantive contributions will have been made beyond the job description.

b. Scholarship. Promotion to the rank of Librarian requires nationally recognized activity in this area such as publication of books or chapters of books, or articles in refereed journals or journals with national circulation; presentation of formal papers at national meetings; editorship; or similar creative projects that benefit the profession.

c. Service. This area includes sustained service to the Library or the University, and the profession. It requires outstanding contributions to the Library or the University, and to professional organizations at the regional or national level.

Section 5. Implementation and Procedures.
In general, the procedures for appointment, reappointment, promotion, granting continuing status, dismissal, or nonretention of a library faculty member shall follow the guidelines as stated in the UHAP Ch. 4, and the ABOR Policy Manual 6-301.

A. Standing Committee on Promotion and Continuing Status
The Library Faculty shall elect a standing committee of seven to advise the University Librarian on any matter concerning retention, continuing status, and promotion. The Committee shall also advise on the assignment of rank and the number of years credit to be given for prior service upon the appointment of a Library Faculty member. The Committee shall base its recommendations on a review of all evidence submitted in accordance with Section V.B. and other such evidence as the Committee may deem appropriate.

1. Composition and Election.
All seven members shall have continuing status. Four shall hold the rank of Librarian and three shall be Associate Librarians. All shall be elected to serve two-year terms, but whereas the Associate Librarians may serve no more than two terms consecutively, library faculty with the rank of Librarian are eligible to serve as often as elected. All Librarians must stand for election to the Committee except after two consecutive terms they may choose not to stand for election for one year.

If a vacancy occurs, an elected replacement shall complete the unexpired term.

Any librarian who is being reviewed by the Committee shall be ineligible to serve.

2. Operating Rules. After election, the Committee shall establish its own internal guidelines for voting. The documentation solicited by the Committee and/or submitted to it in the process of retention, continuing status and promotion reviews is to be treated as confidential material not available to the candidates nor to other librarians or staff except members of the Library Administration. Documentation will be kept in the Library Office in accordance with legal obligations and University regulations.

   Only members of the Committee holding the rank of Librarian shall review the documentation and vote on promotion to the rank of Librarian.

   In cases where a conflict of interest exists, the committee member shall absent him/herself from the decision-making process.

B. Evidence in Support of Deliberations on Retention, Continuing Status and Promotion
The Promotion and Continuing Status Committee each year will provide detailed instructions on what data will be required for its deliberations.

1. In general, the following evidence must be adduced in support of recommendations for retention, continuing status, and promotion:

   a. An up-to-date curriculum vitae, including:
      1) a current position description;
      2) an itemization of one's scholarly attainments as described in the appropriate section above;
      3) an itemization of one's service to the Library, the University, one's profession, and the community as described in the appropriate section above;
      4) a report on significant projects achieved or in progress;

   b. An evaluation and recommendation by the individual's supervisor which shall address the matter of job effectiveness.

   c. Annual performance review documents--required for retention review only.

2. The Promotion and Continuing Status Committee will

10.54.41
An established record as a superior library professional.

10.54.42
An excellent record of balanced professional development activities with an emphasis on significant professional contributions.

10.54.43
An excellent record of service and citizenship.

10.54.44
An established reputation for professional distinction in one's specialized are of the library profession.

10.54.45
Complete four years of service as an associate librarian before applying.

III. CRITERIA FOR PERMANENT CONTRACT STATUS

10.57.21 An established record as an excellent library professional.

10.57.22 An established record of balanced professional development activities.

10.57.23 Demonstrated service and citizenship.

10.57.24 An established reputation for professional excellence in one's specialized are of the library profession.

10.57.25 In all of the above, the clear assurance of present and future fulfillment of promise sufficient to warrant a permanent commitment by the library and the university.

IV. CRITERIA AND GUIDELINES FOR EVALUATIONS

Using the general and specific criteria listed above and the guidelines below, the division rank advancement committee will evaluate the performance of candidates in three areas:

Performance of professional assignment
Professional development
Service and citizenship

A. Performance of professional assignment

Evaluations will be based on a comparison of the job description with documentation provided in the applicant's personal annual reports and the supervisor's annual performance evaluation reports. The evaluation will then consider the following for each applicant:

1. Effectiveness in setting and accomplishing significant goals.
2. Quantity and quality of work in each major job accountability.
3. Soundness of judgment in decision making.
4. Adequacy of knowledge and skills to perform one's assignment.
5. Effectiveness in managing personnel and budgetary resources.
6. Effectiveness of interaction with peers, faculty and patrons.

B. Professional Development

1. Professional Development is a generic term used by the library and the university to designate those activities that enhance the knowledge and skills of faculty and allow them to contribute significantly to their professions. All professional development must relate directly to the faculty member's job assignment to qualify for rank advancement.

   a. Continuing Education

      These activities include participation in workshops, seminars, institutes, and conferences, taking foreign language and computer courses, pursuing additional degrees, etc.

   b. Creative Professional Work
      This is work that usually results in a product of value to the library or the library profession. Such products include the following: bibliographies; registers, guides, and catalogues; systematic indexing tools; descriptions of significant collections (e.g. manuscript or archival collections, collections of incunabula or historical imprints, unique and integral subject collections, etc.); reference tools; bibliographic, bibliopegic, archival, or documentary monographs; publications of edited sources, such as manuscripts, or analytical, interpretive studies thereof; course curricula; descriptive analyses and performance reports of innovative techniques,

processes, and systems that result in the improvement of library services or procedures; theoretical, didactic, or historical studies on information, library, and archival science; scholarly papers prepared for presentation at scholarly or professional meetings; publications edited or refereed; or similar types of work. Each product will be evaluated on the basis of its significance to the library and the library profession.

2. The committees should critically assess evidence of continuing education and creative professional work in accordance with the following guidelines:

   a. Professional development activities must relate directly to the library professional's assignment and must be designed to strengthen the knowledge and abilities necessary to fulfill one's assignment and to contribute to improved librarianship.

   b. In all professional development activities, an overall balance appropriate to the position is required. This will include a balance between:

      1) librarianship and subject specialty
      2) skills and knowledge
      3) time spent in the professional activity in respect to the value of the result and the actual impact of the enhanced knowledge and skills on the assignment.

   c. Applicants must describe in their applications how the activity enhanced their professional knowledge or skills or contributed to the library profession.

   d. The committee's critical appraisal of creative professional work must focus on the benefit received by the library or the library profession as a result of the work. Their appraisal must include an examination of the critical review of such work by the applicant's peers.

C. Service and Citizenship

A library professional is expected to assume service obligations and to be a concerned and involved citizen in the library, in the library profession, in the university, and in the community. Applicants should provide evidence of appropriate and effective service and citizenship in such activities as the following:

1. Committee and related administrative assignments for the department and the division, and for the library at large.

2. Similar service for the university or for colleges and departments other than the library.

3. Teaching in academic departments. Teaching will apply toward rank advancement only if applicants can demonstrate that it is relevant to their university assignment.

4. Participation (not merely membership) in professional and scholarly organizations. Applicants must decide when such participation should be included in this category or when as professional development.

5. Professional consultation, if done in accordance with library and university policy.

6. Professional service in the community and its organizations.

D. Weighting Factors

The performance of the library professional in his job assignment must be the committee's primary consideration. No advancements in rank will occur when job performance is inadequate. A superior record in professional development activities and in service and citizenship may not be used to offset a poor record of performance as a library professional. Nevertheless, job performance alone, no matter now superior, will not be sufficient justification for advancement. As the criteria in each area suggest, the division faculty member must demonstrate significant accomplishment and progress in every category to qualify for advancement in rank. Because assignments vary within the division and emphases vary from year to year, it is not equitably possible to use numerical weighing factors. committees are encouraged to us discretion, insight, and wisdom in evaluating every applicant for both overall excellence and appropriate balance.

The general expectation in the division, the library, and the university is that those faculty qualified to be appointed Associate Librarians will be mature professionals of recognized competence whose fulfillment of professional responsibilities fully meets expectations. It is expected that those qualified to be appointed senior librarians will have consistently met job expectations during their tenure as associate librarians, while at the same time placed increasingly greater emphasis on professional contributions and on service and citizenship.

INTRODUCTION: RULES AND PRINCIPLES GOVERNING APPOINTMENTS AND TENURE OF LIBRARY FACULTY

> All regular appointments of librarians shall be identified by one of the following titles: Beginning Librarian, Assistant Librarian, Associate Librarian, Associate Senior Librarian, or Senior Librarian. Assignment of a librarian to a rank shall be based upon the tasks, responsibilities, and qualification requirements of the position held, and the experience, professional development, and scholarly and service achievements of the librarian. For all such appointments, the probationary period for continuous full-time service shall not exceed seven years. The satisfactory performance of job responsibilities shall be the primary requirement for the advancement of librarians to a higher rank. In addition, librarians seeking promotion should also demonstrate some scholarly and service accomplishments appropriate to the level of advancement.
>
> Agreement between University of Cincinnati and AAUP, University of Cincinnati Chapter, September 1, 1989-August 31, 1992 Article 6.6.1.
> (Hereafter cited as Agreement.)

> Normally, initial appointments of librarians are at the Beginning Librarian, Assistant Librarian, or Associate Librarian ranks. The rank of initial appointment shall be based upon the established criteria and depend upon the experience and qualifications of the individual and the nature of the position being filled.
>
> - Ibid. Article 6.6.4.

The Criteria for Initial Appointment, Reappointment, Promotion, and Tenure of library faculty are based on job responsibilities, job development, experience, and accomplishments. Definitions and examples of these components are provided.

BEGINNING LIBRARIAN

> Beginning Librarians shall be appointed for an initial term of one, two or three years and may be reappointed for additional one or two-year terms for a maximum of four years. No person may gain tenure at the rank of Beginning Librarian. Time spent as a Beginning Librarian shall be counted as part of the probationary period of service leading to tenure.
>
> Agreement, Article 6.6.5.

Initial Appointment: Beginning Librarian shall be the initial appointment rank for library faculty with

A. Predominantly Level One job responsibilities, and

B. Masters Degree in library or information science from an ALA accredited program or its historical antecedent, or accredited graduate degree in a field appropriate to the position

Reappointment: Reappointment at the rank of Beginning Librarian requires

A. Satisfactory job performance, and

B. Demonstrated potential for achieving promotion to the rank of Assistant Librarian.

ASSISTANT LIBRARIAN

> Assistant Librarians shall be appointed for an initial term of one, two or three years and may be reappointed for additional terms of one, two, or three years to a maximum total of seven years of probationary service. No person may gain tenure at the rank of Assistant Librarian.
>
> Agreement, Article 6.6.6.

Initial Appointment: Assistant Librarian shall be the initial appointment rank for library faculty with

A. Predominantly Level Two job responsibilities, and

B. Masters Degree in library or information sciences from an ALA accredited program or its historical antecedent, or accredited graduate degree in a field appropriate to the position, and

C. Previous professional experience or completion of a second Masters Degree or its equivalent, and

D. Some professional development

Promotion: Promotion to the rank of Assistant Librarian requires

A. Satisfactory job performance as a Beginning Librarian, and

B. Either the assumption of Level Two job responsibilities, or the demonstration of other job development, and

C. Some professional development

Reappointment: Reappointment of an Assistant Librarian to this rank requires

A. Satisfactory job performance, and

B. Demonstrated potential for achieving promotion to the rank of Associate Librarian

ASSOCIATE LIBRARIAN

Associate Librarians shall be appointed for an initial term of two or three years and may be appointed for additional terms of two or three years. Service beyond seven years shall be accompanied by a grant of tenure.

Agreement, Article 6.6.7.

Initial Appointment: Associate Librarian shall be the initial appointment rank for library faculty with

A. Predominantly Level Two or Level Three job responsibilities, and

B. Masters Degree in library or information science from an ALA accredited program or its historical antecedent, or accredited graduate degree in a field appropriate to the position, and

C. Previous professional experience

D. Continuing participation in professional development activities, and

E. Scholarly or service accomplishments which should include basic achievement in one of the following areas:

Education, or
Publishing or creative work, or
Teaching, or
Professional service

and

F. Regular involvement in professional service activities

Promotion: Promotion to the rank of Associate Librarian may be accompanied by a grant of tenure and requires

A. Satisfactory job performance, and

B. Predominantly Level Two or Level Three job responsibilities, and

C. Some job development, and

D. Continuing participation in professional development activities, and

E. Scholarly or service accomplishments which should include basic achievement in one of the following areas:

Education, or
Publishing or creative work, or
Teaching, or
Professional service

and

F. Regular involvement in professional service activities.

Reappointment: Reappointment to the rank of Associate Librarian requires

A. Satisfactory job performance, and

B. Predominantly Level Two or Level Three job responsibilities, and

C. Some job development, and

D. Continuing participation in professional development activities, and

E. Scholarly or service accomplishments which should include basic achievement in one of the following areas:

Education, or
Publishing or creative work, or
Teaching, or
Professional service

and

F. Regular involvement in professional service activities

Tenure: A grant of tenure at the rank of Associate Librarian requires

A. Satisfactory job performance, and

B. Predominantly Level Two or Level Three job responsibilities, and

C. Some job development, and

D. Continuing participation in professional development activities, and

E. Scholarly or service accomplishments which should include basic achievement in one of the folloving areas:

Education, or
Publishing or creative work, or
Teaching, or
Professional service

and

F. Regular involvement in professional service activities, and

G. Demonstrated potential to continue to meet the criteria for tenure

ASSOCIATE SENIOR LIBRARIAN

Associate Senior Librarians shall be appointed for an initial term of either three or five years unless granted tenure upon recommendation of the Librarians' Reappointment, Promotion, and Tenure Committee. The reappointment of an Associate Senior Librarian at the expiration of an initial five-year or second three-year term shall be accompanied by a grant of tenure. Tenure also may be granted prior to the expiration of a term appointment. Promotions to the rank of Associate Senior Librarian or above shall be accompanied by a grant of tenure.

Agreement, Article 6.6.8.

Initial Appointment: Associate Senior Librarian shall be the initial appointment rank for library faculty with

A. Predominantly Level Two or Three job responsibilities, and

B. Masters Degree in library or information science from an ALA accredited program or its historical antecedent, or accredited graduate degree in a field appropriate to the position, and

C. Previous professional experience, and

D. Continuing pa[Bicipation in professional development activities, and

E. Scholarly or service accomplishments which should include outstanding achievement in one or significant achievement in two of the folloving areas:

Community and University service, or
Education, or
Publishing or creative work, or
Teaching, or
Professional service

and

F. Regular involvement in professional service activities

Promotion: Promotion to the rank of Associate Senior Librarian is accompanied by a grant of tenure, if the candidate is not already tenured, and requires

A. Satisfactory job performance, and

B. Predominantly Level Two or Level Three job responsibilities, and

C. Considerable job development, and

D. Continuing participation in professional development activities, and

E. Scholarly or service accomplishments which should include outstanding achievement in one or significant achievement in two of the folloving areas:

Community and University service, or
Education, or
Publishing or creative work, or
Teaching, or
Professional service

and

F. Regular involvement in professional service activities, and

G. Demonstrated potential to continue to meet the criteria for tenure.

Reappointment: Reappointment to the rank of Associate Senior Librarian is accompanied by a grant of tenure and requires

A. Satisfactory job performance, and

B. Predominantly Level Two or Level Three job responsibilities, and

C. Considerable job development, and

D. Continuing participation in professional development activities, and

E. Scholarly or service accomplishments which should include outstanding achievement in one or significant achievement in two of the folloving areas:

Community and University service, or
Education, or
Publishing or creative work, or
Teaching, or
Professional service

and

F. Regular involvement in professional service activities, and

G. Demonstrated potential to continue to meet the criteria for tenure.

Tenure: A grant of tenure at the rank of Associate Senior Librarian requires

A. Satisfactory job performance, and

B. Predominantly Level Two or Level Three job responsibilities, and

C. Considerable job development, and

D. Continuing participation in professional development activities, and

E. Scholarly or service accomplishments which should include outstanding achievement in one or significant in two of the folloving areas:

Community and University service, or
Education, or
Publishing or creative work, or
Teaching, or
Professional service

and

F. Regular involvement in professional service activities, and

G. Demonstrated potential to continue to meet the criteria for tenure.

SENIOR LIBRARIAN

Senior Librarians shall be initially appointed with tenure, unless otherwise stipulated at the time of appointment. Senior Librarians may, under special circumstances, be initially appointed for a term of three years without tenure. The reappointment of a Senior Librarian at the expiration of an initial three-year term shall be accompanied by a grant of tenure.

Agreement, Article 6.6.9.

Initial Appointment: Senior Librarian shall be the initial appointment rank for library faculty with

A. Predominantly Level Three job responsibilities, and

B. Masters Degree in library or information science from an ALA accredited program or its historical antecedent, or accredited graduate degree in a field appropriate to the position, and

C. Previous professional experience, and

D. Continuing participation in professional development activities, and

E. Scholarly or service accomplishments which should include: 1) outstanding achievement in two, or 2) outstanding achievement in one and significant in two of the following areas:

Community and University service, or
Education, or
Publishing or creative work, or
Teaching, or
Professional service

and

F. Regular involvement in professional service activities

Promotion: Promotion to the rank of Senior Librarian is accompanied by a grant of tenure and requires

A. Satisfactory job performance, and

B. Predominantly Level Two or Level Three job responsibilities, and

C. Considerable job development, and

D. Continuing participation in professional development activities, and

E. Scholarly, or service accomplishments which should include: 1) outstanding achievement in two, or 2) outstanding achievement in one and significant in two of the following areas:

Community and University service, or
Education,[B or
Publishing or creative work, or
Teaching, or
Professional service

and

F. Regular involvement in professional service activities, and

G. Demonstrated potential to continue to meet the criteria for tenure.

Reappointment: Reappointment of a Senior Librarian to this rank is accompanied by a grant of tenure and requires

A. Satisfactory job performance, and

B. Predominantly Level Two or Level Three job responsibilities, and

C. Considerable job development, and

D. Continuing participation in professional development activities, and

E. Scholarly, or service accomplishments which should include: 1) outstanding achievement in two, or 2) outstanding achievement in one and significant in two of the following areas:

Community and University service, or
Education, or
Publishing or creative work, or
Teaching, or
Professional service

and

F. Regular involvement in professional service activities, and

G. Demonstrated potential to continue to meet the criteria for tenure.

Tenure: Tenure at the rank of Senior Librarian requires

A. Satisfactory job performance, and

B. Predominantly Level Two or Level Three job responsibilities, and

C. Considerable job development, and

D. Continuing participation in professional development activities, and

E. Scholarly or service accomplishments which should include: 1) outstanding achievement in two, or 2) outstanding achievement in one and significant in two of the following areas:

Community and University service, or
Education, or
Publishing or creative work, or
Teaching, or
Professional service

and

F. Regular involvement in professional service activities, and

G. Demonstrated potential to continue to meet the criteria for tenure.

LEVELS OF JOB RESPONSIBILITIES

For initial appointments, these definitions show the level(s) at which the person assuming the position is expected to perform. For incumbents, these definitions show the level(s) of performance. A given position may include responsibilities in more than one area, and the levels for each may vary; the criteria related to job responsibilities are in terms of predominant level. For areas which include lists of responsibilities in a particular level (e.g. Media), an individual may have any or all of the responsibilities which are listed.

LEVEL 1 Performs assigned tasks requiring professional discretion and independent judgement within one of the University library systems.

LEVEL 2 Initiates and independently performs tasks that require managerial skills or an understanding of a discipline, language, bibliographic format, or of a category of special library resources or library operations.

LEVEL 3 Initiates, plans, and independently carries out tasks that require administrative skills or expertise in a discipline, language, bibliographic format, or in a category of special library resources or library operations.

JOB RESPONSIBILITIES ARRANGED BY FUNCTION

ACQUISITIONS

LEVEL 1 Monitors and analyzes files and procedures internal to the acquisitions department or unit and recommends methods for their organization.

LEVEL 2 Organizes, monitors, and analyzes operations between the acquisitions department or unit and the publishing industry.

Solves complex ordering and receiving problems.

Serves as serials and/or monographs expert for the supportive staff.

LEVEL 3 Responsible for coordination of acquisitions operations with the Library System and the publishing industry.

Responsible for funding decisions within established guidelines.

ADMINISTRATIVE/MANAGERIAL

LEVEL 1 Responsible for some managerial functions within a unit or department/division.

LEVEL 2 Responsible for the management of a unit in a larger department/division.

Supervises staff.

Actively involved in making decisions which determine or affect policy.

LEVEL 3 Responsible for the administration of a department/division or of an independent unit with several distinct functions.

Supervises.

Responsible for making decisions which determine or affect policy.

Engaged in long-range planning which vill determine the future development of the department/division or unit.

ARCHIVES

LEVEL 1 Processes archival materials as assigned.

Participates or assists in collection development for (a) particular archival collection(s)

Provides general tours or presentations on the use of basic archival tools, e.g., databases and manual finding aids.

Ansvers basic reference questions and searches databases for basic research needs.

LEVEL 2 Responsible for the management of a unit or particular collectin of archival materials

Actively involved in making decisions which determine or affect policy.

Describes archival materials that require an understanding of a script, discipline, language, organizational history, or bibliographic format.

Devises and implements procedures for processing and describing archival materials.

Supervises, trains, or revises the work of support staff.

Assists in liaison with other departments, libraries, administrators, and organizations inside and outside the library system.

Develops and provides archival instruction which requires an understanding of a script, discipline, language, organizational history, bibliographic format, database, or of a category of special archival resources for a specific audience within the university community.

Assists patrons with research and bibliographic problems which require an understanding of a script, discipline, language, bibliographic format, organizational history, or of a category of special archival resources.

LEVEL 3 Responsible for coordination of acquisitions and archival accessions with the University and external communities, state and local government, and the book industry.

Responsible for funding decisions within established guidelines.

Responsible for the administration of a department or of an independent unit with several distinct functions.

Supervises.

Responsible for making decisions which determine or affect policy.

Engaged in long-range planning which will determine the future development of the department or unit.

Trains and/or revises the work of professional archivists.

Integrates and coordinates policies, services, and procedures with state, regional, and national cooperative activities.

Responsible for collection development for (a) particular collection(s) or subject area(s), including evaluation and development.

Serves as a consultant for other departments, libraries, organizations, or institutions, on the use or establishment of archival services.

Participates in institutional educational planning.

Provides special assistance with complex research problems which require expertise in a script, discipline, language, bibliographic format, organizational history, or with a category of special archival resources.

Searches specialized databases for research needs requiring expertise in a discipline and database.

CATALOGING

LEVEL 1 Catalogs materials as assigned.

Suggests procedures for a segment of cataloging operations.

LEVEL 2 Catalogs materials that require an understanding of a discipline, language, or a particular bibliographic format.

Devises cataloging procedures.

Serves as bibliographic expert for other catalogers.

Trains or revises the work of supportive staff.

LEVEL 3 Catalogs materials that require expertise in a discipline, language, or particular bibliographic format.

Maintains quality control of a particular file.

Devises cataloging policy.

Trains or revises the work of professional catalogers.

CIRCULATION/INTERLIBRARY LOAN

LEVEL 1 Monitors and analyzes files and procedures internal to circulation and interlibrary loan and recommends methods for their organization.

Participates in the identification of methods and types of data collection to improve unit operations and services.

Performs complex bibliographic verification.

LEVEL 2 Organizes, monitors, and analyzes operations between the library's collection(s) and its users.

Participates in the development and implementation of outreach services for resource sharing.

LEVEL 3 Integrates and coordinates policies, services, and procedures with state, regional, and national networking goals.

Responsible for coordination and evaluation of Circulation/Interlibrary Loan operations with the library system and its users.

COLLECTION DEVELOPMENT

LEVEL 1 Participates or assists in collection development for a particular collection or subject area.

LEVEL 2 Responsible for selection of materials for a particular collection(s) or subject area(s).

LEVEL 3 Responsible for collection development for a particular collection(s) or subject area(s) including evaluation and retrospective development.

Participates in creating collection development policies.

INTRAMURAL/EXTRAMURAL SERVICES

LEVEL 1 Assists in liaison with other departments in the library system.

LEVEL 2 Assists in liaisons with other departments, libraries, administrators, and organizations inside and outside of the library system.

Advises other departments, libraries, organizations, or institutions in the use or establishment of library services.

LEVEL 3 Responsible for liaison with other departments, libraries, and administrators inside and outside of the library system.

Coordinates a library's involvement in cooperative activities, e.g., networks or consortia.

Serves as consultant for other departments, libraries, organizations, or institutions in the use or establishment of library services.

LIBRARY INSTRUCTION (PATRONS AND STAFF)

LEVEL 1 Provides general tours or presentations on the use of basic library tools, e.g., card catalog, general periodical indexes.

LEVEL 2 Provides library instruction which requires an understanding of a discipline, language, bibliographic format, database, or of a category of special library resources.

Responsible for developing a library instructional program for a specific level or audience within the academic community.

LEVEL 3 Provides library instruction which requires expertise in a discipline, language, bibliographic format, database, or of a category of special library resources.

Responsible for developing a library instructional program for diverse levels within the academic community.

Responsible for developing library instructional programs for diverse audiences within the academic community.

LIBRARY SYSTEMS

LEVEL 1 Assists the libraries and departments in the 5 library systems at the University (University Libraries, MCIC, Law, Clermont College Library, Raymond Walters College Library) with the development, testing, installation and/or operations of automated systems.

Assists in liaison with University departments outside of the libraries, such as the Computing Center, with the development, testing, installation and/or operations of automated systems.

Assists with documentation, trouble-shooting, and training for automated systems in the libraries.

Answers basic reference questions, from patrons or staff, pertaining to automated systems in the libraries.

Suggests procedures for library operations pertaining to automated systems in the libraries.

Provides consulting and planning expertise to improve automated operations and systems in the libraries.

Provides general tours or presentations on the use of automated systems.

Monitors and analyzes files and procedures internal to unit and recommends methods for their organization.

LEVEL 2 Responsible for significant parts of the development, testing, installation and/or operations of automated systems in the libraries and departments of the 5 library systems at the University (University Libraries, MCIC, Law, Clermont College Library, Raymond Walters College Library).
Acts as liaison with University departments, administrators and organizations outside the libraries, such as the Computing Center, in the development, testing, installation and/or operations of automated systems.

Provides documentation, trouble-shooting, and training for automated systems in the libraries.

Actively involved in making decisions which determine or affect policy.

Assists with and participates in project management.

Develops and provides instruction which requires an understanding of a database, automated system, or of a category of special computer resources for a specific audience within the university community.

Assists patrons with research and bibliographic problems which require an understanding of a database, automated system, or of a category of special computer resources.

Devises and recommends procedures for automated processing of all types.

Serves as an automated systems expert for other librarians and library staff.

Trains or revises the work of support staff.

Organizes, monitors, and analyzes operations between automated systems and their users.

Participates in the development and implementation of outreach services to the University and library communities, highlighting the use of automated systems in the libraries.

Advises other departments, libraries, organizations, or institutions in the use or establishment of automated systems.

Assists library staff with decisions on the purchase and use of automated systems and computer hardware or software, including microcomputer hardware and software.

Responsible for selection of computer hardware and software, including microcomputer hardware and software.

Responsible for implementation of automated processing policies.

Maintains quality control of a particular database.

LEVEL 3 Responsible for making decisions which determine or affect policy.

Engages in long-range planning which will determine the future development of the department/division or unit, or of automated systems in the libraries.

Serves as a consultant for other departments, libraries, organizations, or institutions, on the use or establishment of automated services.

Participates in automation planning at the institutional level.

Trains or revises the work of professional librarians using automated systems.

Integrates and coordinates policies, operations, and procedures pertaining to automated systems with state, regional, and national networking goals.

Responsible for coordination and evaluation of automated systems within the 5 library systems.

Responsible for liaison with other departments, libraries, and administrators inside and/or outside of a library system.

Coordinates a library's or group of libraries' involvement in cooperative activities, e.g., networks or consortia.

Responsible for software development and computer hardvare and software purchase policies.

Responsible for automation project management.

Provides special assistance with complex research or database maintenance problems which require expertise in automated systems.

MEDIA

LEVEL 1 Responsibilities at this level are covered in other areas, e.g., Reference.

LEVEL 2 Assists faculty, staff, and students with decisions on the purchase and use of media.

Responsible for selection of equipment and softvare.

Assists in educational project management.

Responsible for implementation of cataloging policies.

LEVEL 3 Responsible for collection development and equipment purchase policies.

Provides instructional development services.

Responsible for educational project management.

Participates in institutional education planning.

PRESERVATION/CONSERVATION

LEVEL 1 Develops consciousness-raising programs for staff and patrons.

Performs treatments on nonrare materials.

Monitors storage and shelving conditions and makes recommendations

Monitors the library's internal environment; i.e., light, temperature, humidity and atmospheric pollution.

LEVEL 2 Evaluates and determines complex treatment options.

Plans and coordinates collection surveys.

Responsible for creating and maintaining current disaster preparedness plans.

Responsible for the preparation and installation of exhibits of materials.

Assists in the development of preservation/conservation policies and procedures.

Coordinates reformatting of deteriorated originals.

Develops and implements in-house physical treatment activities appropriate to the collection.

LEVEL 3 Responsible for preservation/conservation liaison with other department heads, librarians, and community and professional organizations.

Determines preservation/conservation priorities.

Performs sophisticated and complex individual treatments.

Trains and supervises conservation technicians and related personnel.

Develops specifications for contract binding, mass deacidification and preservation microfilming.

Develops preservation/conservation policies.

REFERENCE

LEVEL 1 Ansvers basic general reference questions.

Assists patrons with the basic reference tools of a discipline.

Searches databases for basic research needs.

LEVEL 2 Assists patrons with basic research and bibliographic problems which require an understanding of a discipline, language, bibliographic format, or of a category of special library resources.

Searches specialized databases for complex research needs.

LEVEL 3 Provides special assistance with complex research problems which require expertise in a discipline, language, bibliographic format, or with a category of special library resources.

Searches specialized databases for research needs requiring expertise in a discipline and database.

Responsible for the development of computerized literature searching services.

GLOSSARY OF TERMS (in alphabetical order)

BASIC

Definition: of, pertaining to, or forming a base; fundamental, essential

COMMUNITY AND UNIVERSITY SERVICE

Definition: Assistance provided through offices held, committee work, or special projects for the University or community which are beneficial to the Library or the University.

Examples: Arrangements for guest lectures
Service on University committees or governance groups
Work done for AAUP
Work done for civic or service organizations.

EDUCATION

Definition: Attainment or accomplishments toward the attainment of academic degrees or equivalent graduate certificates in job-related disciplines.

Examples: Masters degree in library or information sciences, its historical antecedent, or a Masters degree in a field appropriate to the position, plus an additional accredited graduate degree or equivalent graduate certificates in a field appropriate to the position.

JOB DEVELOPMENT

Definition: Growth beyond the minimum requirements of job performance and responsibility as given in the librarian's original job description, including the following:

Excellence of job performance as evidenced by evaluations from supervisor, colleagues, or candidate.

Willingness and ability to take on new or more complex responsibilities.

Meaningful participation in department or library-wide decision-making.

Initiating new projects, procedures or services which contribute to departmental or library goals.

Disseminating information about librarianship in written or oral form to other library personnel so that their ability to serve library users is enhanced.

Preparation of written materials such as bibliographic guides, staff manuals, proposals, goal statements, reports, etc., beyond expectations of the job.

JOB PERFORMANCE

Definition: Execution of the responsibilities detailed in the job description which has been approved by the appropriate library administrator.

OUTSTANDING

Definition: Standing out from the rest; prominent, conspicuous, eminent, striking.

PROFESSIONAL DEVELOPMENT

Definition: Continuing education in area of specialization or in other job-related areas.

Examples: Conference attendance
Course work
Membership in professional organizations
Self-instructional projects
Workshop attendance

PROFESSIONAL EXPERIENCE

Definition: Professional or pre-professional service in librarianship or in a field appropriate to the position.

PROFESSIONAL SERVICE

Definition: Assistance provided through offices held, committee work, or special projects to further the interests of the Library or library-related profession.

Examples: Work done for national or regional organizations, or for the University Libraries (system, library, department), consultantships, workshop organization.

PUBLISHING AND CREATIVE WORK

Definition: Preparation of materials which convey information relating to professional interests or creative presentations relating to professional areas of specialization

Examples: Abstracts
Articles
Books
Conference proceedings
Creative works
Editing of journal
Essays
Indexes
In-house materials (print or non-print)
Media programs
Reviews

SIGNIFICANT

Definition: Important, notable.

TEACHING

Definition: Instructional activities which relate to professional interests or areas of specialization.

Examples: Course taught
Preparation and display of educational exhibits
Workshop presentation
National conference presentation

> ...university librarians share the professional concerns of faculty members. Academic freedom, for example, is indispensable to librarians, because they are trustees of knowledge with the responsibility of insuring the availability of information and ideas no matter how controversial, so that teachers may freely teach and students may freely learn. Moreover, as members of the academic community, librarians should have latitude in the exercise of their professional judgment within the library, a share in shaping policy within the institution, and adequate opportunities for professional development and appropriate reward. (AAUP Bulletin, Winter 1973, p. 434)

The faculty of the Libraries of the University of Colorado, Boulder, subscribes to this statement of its role in the academic community.

C. University of Colorado at Boulder, Libraries Faculty:

The faculty of the Libraries as presently constituted was established by action of Board of Regents in 1967 (see Minutes, Vol. 30, May 19, 1967 in "Reappointment of Instructors" - 1967/68 and Minutes, Vol. 31, August 14, 1967 in "Report of Faculty Administrative Action" - Appointments, "Changes in Status:" [librarian]). The primary responsibilities of the UCB Libraries faculty are diverse; this is recognized in the evaluative standards and criteria. The Libraries faculty structure for appointment, reappointment, promotion, and tenure provides an appropriate environment for accomplishing the mission of the University and the Libraries.

The Libraries faculty has a tenure and a non-tenure track system which provides options based on the requirements of the University, the Libraries, and the faculty member. Faculty members are normally hired at the Assistant Professor level and enter the tenure track. Currently employed librarians who are instructors may be recommended for promotion to Senior Instructor or to Assistant Professor at the time of reappointment.

The Libraries faculty is evaluated according to the general areas stated in the University of Colorado Faculty Handbook (1988 edition). Because of the distinctive nature of academic librarianship, this document includes the practice of librarianship/teaching, as well as research and scholarly and creative activity, and service as areas for evaluation.

II. AREAS AND CRITERIA FOR EVALUATION:

Factors used to evaluate Libraries faculty meet the distinct characteristics of librarianship, including the recognition that libraries are cooperative enterprises and the requirement for the continuing acquisition and application of professional knowledge. Faculty members are individually responsible for goal-setting, professional achievement, scholarship, education, and other relevant experience. Evaluation for annual performance, reappointment, promotion, tenure, or post-tenure review is based upon competence in the practice of librarianship/teaching;

scholarly, research, and creative contributions; and service. Faculty members are not expected to have equal accomplishment in all areas. The criteria listed below for each area are only illustrative.

A. Practice of librarianship/teaching:

Librarianship within the University setting encompasses a broader scope than classroom instruction. Libraries faculty members are specialists in providing access to all types of information and are involved in the development of collections (resources), bibliographic control and organization, instruction, reference and advisory services, development of information systems, and administration and planning. Instructional responsibilities of librarians, whether through individual consultation or in the classroom, are accomplished through a broad spectrum of activities. Librarians further develop and advance in their profession through active participation in professional associations and through continuing education.

Criteria:

1. Practice of Librarianship

- provision of access to the information in the research and instructional collections of the University and other resources
- advancement of the University's educational and research mission through the development of instructional and research collections
- independence and initiative in meeting the goals of the Libraries
- skill in attracting, training, developing and supervising effective staff and faculty
- formation and implementation of the Libraries' policies and procedures
- commitment to professional service
- effective interaction with library users
- positive working relationships and effective communication with other members of the University community

2. Teaching

- individual or group instruction or academic supervision of students
- course-related lectures (such instruction shall be evaluated by supervisors and/or colleagues)
- credit courses
- serving as a major thesis or dissertation advisor
- thesis committee member
- improvement of instruction such as teaching innovation, curriculum planning, new courses, the development of new methods, or other related work

3. Professional growth

- currency in professional developments and their application
- membership in international, national, regional, state or local associations
- attendance at international, national, regional, state or local association meetings
- additional formal or individual study

B. Research and Scholarly and Creative Activity:

As in other disciplines, progress in library and information science results from the development of new principles and application of existing ones to professional theory and practice. The product of theoretical and applied research ordinarily appears in publications by individuals. Evaluation of a publication is based on its contribution to the discipline, rather than on the forum in which it appears because of the variable quality within and among these forums. Papers, presentations and reports to professional organizations also constitute intellectual contribution and the dissemination of scholarship and are evaluated accordingly.

The advancement of librarianship is dependent upon cooperative effort. Research activities conducted within professional organizations are cooperative by necessity and rarely result in individual dissemination of results. Although this activity differs from traditional models for research and scholarship, its contribution to librarianship and to the ability of the University to provide excellent library service is vital. The establishment of standards for universal bibliographic control, for example, requires knowledge and expertise equivalent to that demonstrated in individual research and publication, and directly affects the methods of scholarship employed by other members of the University community. The particular nature of a collective intellectual contribution is evaluated individually for each faculty member and usually is corroborated in peer review from outside the University.

Providing subject expertise in research collection management and development to the University community is a scholarly endeavor unique to the Libraries faculty. The Libraries faculty identifies new areas in established and emerging disciplines and subdisciplines. This knowledge is used in bibliographic activity and in interaction with the scholarly community. Building collections appropriate for research programs requires scholarship, judgment and foresight on the part of the Libraries faculty.

Criteria:

- developing the University's research collections
- significant innovations and developments with respect to library collections, services or methods

- research and other scholarly activity which may result in some published work and which benefits library operations, or librarianship, or scholarship; included are:
  - publications, including articles or essays in journals; books; monographs; chapters in books and essays in encyclopedias; papers in proceedings; technical reports; abstracts; book reviews; and reviews of creative activities; etc.
  - receipt of external grant/contract funds, research awards, fellowships and scholarships
- journal editorship and other editorial work
- planning, organizing or conducting workshops/seminars and other continuing education activities
- critical acclaim or citation by other scholars
- poetry, reports, pamphlets, columns, films, tapes, exhibits, compositions, concert performances, audiovisual material, etc.
- leadership in international, national, regional, state or local professional associations in a capacity which advances theory and practice
- honors, awards, other professional recognition
- presentation of papers at international, national, regional, state or local conferences and meetings
- research in progress
- study toward additional degrees beyond the terminal degree, Master of Library Science

C. Service:

Participation in professional organizations and related associations provides the primary vehicle for the fulfillment of a substantial service obligation for librarians. The profession requires coordination and consensus for implementation of the standards, guidelines, and programs which strengthen the position of the University Libraries in regional, national, and international information systems which extend the librarians' teaching function to the community. Consequently, library and information science places significantly more emphasis on the area of service than do many of the University's professional schools.

Criteria:

- contributions which extend the resources of the University to the state
- participation in international, national, regional, state and local professional associations
- service and leadership within the University through participation in committees and other programs which address its goals
- public service in a professional capacity
- the appraisal of external grant proposals, fellowship applications or other awards

- community service, such as work with civic and charitable organizations and groups, either as an individual or as a representative of the University

III. TENURE, PROMOTION, APPOINTMENT, REAPPOINTMENT, POST-TENURE REVIEW:

The Libraries faculty shall follow the procedure for tenure, promotion and appointment/reappointment established for all University of Colorado faculty. (See University of Colorado Faculty Handbook, 1988; Library Faculty Handbook, rev. 1982.)

A. Tenure:

1. Meaning of tenure

Libraries faculty members who are awarded tenure have demonstrated meritorious performance in the practice of librarianship/teaching, research and scholarly and creative activity, and service, and have excelled in the practice of librarianship/teaching, or in research and scholarly and creative activity. In recognition of these contributions, the Board of Regents of the University of Colorado grants tenure to assure the continuing intellectual and professional growth and development of the faculty for the betterment of the academic community. "Tenured appointments mean that the appointment continues until retirement under the Laws of the Regents or removal for cause." (Laws of the Regents, Article X. Section 2, A-1 as amended) A tenured appointment will normally be held by library faculty at the rank of Professor and Associate Professor. In exceptional circumstances it may be held by individuals in the ranks of Assistant Professor, Senior Instructor or Instructor. A tenured appointment carries no permanent commitment respecting the assignment of specific professional responsibilities.

2. Criteria for tenure

Granting of tenure to Libraries faculty shall normally coincide with promotion to Associate Professor for those faculty not already holding that rank. After the appropriate probationary period, tenure may be granted to a faculty member whose record indicates that she/he will continue to serve with distinction in her/his appointed role. At minimum, standards for tenure require demonstrated meritorious performance in the practice of librarianship/teaching, research and scholarly and creative activity, and service. In addition, either excellence in the practice of librarianship/teaching, or excellence in research and scholarly and creative activity is expected.

a. Practice of librarianship/teaching

Demonstrated meritorious performance in this area shall include superior performance in assigned duties, in recognition that these functions are crucial to the mission of the University of Colorado Libraries. Superior performance shall be defined as, but not limited to, the criteria listed in Section II.

b. Research and scholarly and creative activity

Demonstrated meritorious performance in this area may include, but is not limited to, the criteria listed in Section II of this document. Meritorious performance shall be documented by professionally competent evaluation of the candidate's contributions.

c. Service

Demonstrated meritorious service may include, but is not limited to, the criteria listed in Section II of this document. A candidate must document responsibilities undertaken and successfully concluded.

3. Review procedures

The Tenure Committee normally reviews candidates for tenure in their fourth and seventh years of service toward tenure. Both reviews shall be comprehensive. The seventh-year review leads to recommendation for or against tenure for the candidate. The following types of evidence are considered: the record of annual written evaluations of the candidate's performance in the practice of librarianship/teaching; publication, creative work and other scholarly achievement; evidence of professional involvement and contributions at the international, national, regional, state and local levels; and letters of evaluation from professional associates outside the Libraries and outside the University community. The candidates may offer other relevant evidence. Where appropriate, members from cognate disciplines may be consulted.

1. Qualifications for appointment

Appointment requires, at minimum, the ALA accredited Master's degree in librarianship, or the ALA recognized foreign equivalent. The MLS is the recognized terminal degree for librarians. Appointment to a specific position may require additional education, subject expertise or experience.

2. Academic rank of appointment

Requirements for appointment at academic ranks follow the requirements for promotion to those tanks.

a. Instructor

Appointment may be at the rank of Instructor for a candidate who has the required academic degree but who intends to pursue further education, or for whom the Libraries advise additional service time before promotion to professorial rank. Service as Instructor does not usually carry credit toward tenure consideration. Initial appointment as instructor is normally for three years.

b. Senior Instructor

Appointment is not usually made at the rank of Senior Instructor.

c. Professorial rank

Appointment at a professorial rank requires the candidate meet the qualifications specified for promotion to that rank. Such appointment normally initiates service toward tenure consideration. Initial appointment at professorial rank is normally for three years.

C. Reappointment:

1. Instructor

The practice of librarianship/teaching is the primary element in evaluation of the Instructor; minimum requirement for reappointment at the rank of Instructor is "job performance at the level of expected quality" as defined in the Library Faculty Handbook. Additional credit shall be given for performance in research and scholarly and creative activity, and service. Reappointment at Instructor rank is normally for four years.

2. Senior Instructor

The practice of librarianship/teaching is the primary element in evaluation of the Senior Instructor; minimum requirement for reappointment at the rank of Senior Instructor is "job performance at a very high level of quality" as defined in the Library Faculty Handbook. Additional credit shall be given for prior professional experience, performance in research and scholarly and creative activity and service. The faculty member promoted to the rank of Senior Instructor normally shall receive a four year contract.

3. Professorial rank

Evaluation of the faculty member at professorial rank includes performance in the practice of librarianship/teaching, research and scholarly and creative activity, and service. Minimum requirement for reappointment at professorial ranks is "job performance at a very high level of quality" as defined in the Library Faculty Handbook, and demonstrated growth in the areas of research and scholarly and creative activity and service. Terms of reappointment are phased toward total service of seven years on tenure track.

D. Promotion:

1. Senior Instructor

Libraries faculty with the rank of Instructor may be eligible for a non-tenure track appointment carrying the rank of Senior Instructor. Promotion to Senior Instructor may occur after completion of six consecutive, successful years of library service. Thereafter, the faculty member will be exempt from tenure review but will be appropriately reviewed prior to any successive reappointments. Senior Instructors may request promotion to Assistant Professor at the time of review for reappointment.

2. Assistant Professor

Assistant Professors should have an ALA accredited Master's degree or an ALA recognized foreign equivalent. They should be otherwise well qualified to perform their professional duties, and have demonstrated potential in the practice of librarianship/teaching, research and scholarly and creative activity, and service. Libraries faculty with the rank of Instructor shall be eligible for promotion to the rank of Assistant Professor after two years of service. Upon promotion to Assistant Professor the Libraries faculty member enters the tenure track and begins the seven-year probationary period resulting in the granting of or the denial of tenure.

3. Associate Professor

Associate Professors should have an ALA master's degree or an ALA recognized foreign equivalent, plus successful professional experience. They should have demonstrated significant accomplishment in the practice of librarianship/teaching and in research and scholarly and creative activity, and service. Recommendation for promotion to Associate Professor will normally precede or accompany recommendations for tenure.

4. Professor

Professors should have an ALA accredited Master's degree or an ALA recognized foreign equivalent, plus successful professional experience. They should have demonstrated outstanding recognized accomplishments in the practice of librarianship/teaching, research and scholarly and creative activity, and service.

E. Post-Tenure Review

In order to facilitate continuing faculty development, faculty members who have achieved tenure shall be required to undergo a periodic comprehensive peer evaluation.

CRITERIA

FOR

REAPPOINTMENT, TENURE AND PROMOTION

WITHIN

COLORADO STATE UNIVERSITY LIBRARIES

Prepared by

Tenured Faculty Committee

Approved by Tenured Faculty, Colorado State University Libraries

Revised May 1990

Introduction

The following criteria for reappointment, tenure, and promotion within Colorado State University Libraries were approved by the Tenured Faculty of the Libraries July 1987. These criteria are a revision of a previous document adopted in August 1982.

As in the previous edition, these criteria serve two purposes: 1) they provided guidelines for Libraries faculty seeking reappointment, tenure, or promotion; and 2) they are minimum standards for the Tenured Faculty Committee and other evaluators to use in reviewing candidates. It should be emphasized that meeting these criteria in a quantitative way does not necessarily guarantee reappointment, tenure, or promotion; the quality of a candidate's performance is subject finally to the judgment of the Tenured Faculty Committee.

The Examples appended to this document indicate the types of activities that evaluators should review under each of the three categories--Librarianship (Job Performance), Service, and Research and Creativity.

These criteria have been developed with the framework of the following documents:

Libraries Policies & Procedures Manual (Section E)

Academic Faculty and Administrative Professional Staff Manual. Latest edition. (Section E. E.9.1-E.9.8, and E.10)

"Model Statement of Criteria and Procedures for Appointment, Promotion in Academic Rank, and Tenure for College and University Librarians." College and Research Libraries News, May 1987, 247-254.

Reappointment

The Faculty Staff Manual (E.9.3.b.) states, "Unless the faculty member is otherwise informed at the time of employment, each reappointment and promotion shall be interpreted as implicit progress toward acquiring tenure." Successive reappointments, however, do not guarantee tenure. Requirements for tenure are discussed in the Tenure section of this document.

For reappointment in the second and subsequent years, a candidate must demonstrate satisfactory job performance and must show potential in the areas of research and service. To arrive at its recommendation on reappointment, the TFC will base its conclusion on supervisor and peer input and its evaluation of the candidate. The TFC will also assess each candidate's progress toward tenure in the reappointment process.

Criteria and definitions applied in evaluation for reappointment are as follows:

A. Librarianship

Satisfactory: Evidence of consistently competent performance must be present. The individual must show an understanding of policies, procedures and goals of the library, and demonstrate an ability to coordinate activities within that framework. The individual must be able to work independently, demonstrating mastery of all skills and knowledge implied by the job requirements. The individual must show initiative in accepting and fulfilling his/her responsibilities. The individual must demonstrate a commitment to his/her job and be an asset to the libraries and to the university.

B. Research

Shows potential: A candidate for reappointment must demonstrate a capacity to address issues in librarianship and related fields with both traditional and creative approaches. There must be evidence of effective communication skills, both written and oral. Although publication is not strictly required for reappointment, it is essential as preparation for tenure.

C. Service

Shows potential: A candidate for reappointment must demonstrate an increasing involvement in service to the libraries, the university, and/or the profession.

Tenure

Faculty members shall be considered for tenure based upon evidence of capability for significant professional contributions. (Faculty/Staff Manual E.9.4.a.) Successive reappointments do not guarantee tenure. It is possible to progress toward tenure without ever achieving it. Tenure requires a satisfactory rating in job performance, service, and research. A candidate for tenure must begin consideration of the requirements early in his/her career to qualify finally for tenure.

TFC, in its evaluation, is looking for a balance of several types of activities, continuing development, consistency of high quality performance, and significance of contributions. TFC will base its decision for tenure on the complete record of the candidate's term of employment, evaluators' input, and its assessment of the candidate's record.

Criteria and Definitions

A. Librarianship

Satisfactory requires evidence of consistently competent performance, with demonstration of activity beyond the minimum required in assigned responsibilities. The individual must show an understanding of policies, procedures and goals of the libraries, and demonstrate an ability to coordinate activities within that framework. The individual must be able to work independently, demonstrating mastery of all skills and knowledge implied by the job requirements. The individual must show initiative in accepting and fulfilling his/her responsibilities. The individual must demonstrate a commitment to his/her job and be an asset to the library and to the university.

B. Research and Creative Activity

Satisfactory at this level is demonstrated by evidence of contributions to the profession. There must be evidence of communication skills and knowledge of basic research methods. At this level, satisfactory requires publication outside the libraries with external peer review provided by an editorial board or editor. Unsigned material will not be considered.

C. Service

Satisfactory requires evidence of service beyond assigned responsibilities, i.e., activities beyond those that are performed as part of one's job assignments or those that are performed when one is acting as an official representative of CSUL. The person must contribute to Libraries' committees and task forces. Committee service at the state level or beyond is expected for tenure. Membership is expected in appropriate professional organizations, but effective participation must transcend simple membership or attendance at meetings. University service is encouraged but not required. Service activities must show consistency and progressive involvement over the length of the individual's career and should indicate a commitment to overall library, university or professional organization goals and objectives.

B. Research and Creative Activity

The research and scholarship of an associate professor must demonstrate worthwhile contributions to professional librarianship or related scholarly fields. Joint authorship will be considered in proportion to relative contribution.

1. Satisfactory:

At least two substantial articles in refereed or nationally prominent journals or the equivalent, as well as other appropriate scholarly contributions at the assistant professor level.

2. Excellent:

At least three substantial articles in refereed or nationally prominent journals or the equivalent, as well as other appropriate scholarly contributions at the assistant professor level.

C. Service:

Service includes a faculty member's contributions to the Libraries, the University, and the Profession. Community Service of sufficiently high quality as determined by TFC may be considered. Service is interpreted as activities beyond those that are performed as part of one's job assignments or those that are performed when one is acting as an official representative of CSUL. Thus, the emphasis is upon voluntary service. Membership in professional organizations is expected. The key to quality service is sustained, effective participation and leadership in the library, university, and professional activities. There should be evidence of individual contributions.

A steady record of service in each category below should be demonstrated in order to achieve a satisfactory or excellent rating.

1. Satisfactory:

a. Leadership in CSUL committees and task forces as an assistant professor.

b. Effective contributions at the University, state, regional and/or national levels as an assistant professor.

2. Excellent:

   a. Leadership in CSUL committees and task forces, with evidence of outstanding contributions.

   b. Outstanding contributions at the University, state, regional and/or national level.

Full Professor--PROMOTION

I. Introduction:

Full Professor is the highest academic rank achievable in a university. This rank is achieved by librarians who are making outstanding contributions in many areas. In applying the criteria below, quality is of primary concern in evaluating performance in all areas.

II. Criteria for Promotion from Associate to Full Professor:

Librarianship: Excellent
Research and Creative Activity:* Satisfactory/Excellent
Service:* Satisfactory/Excellent

*Of these two areas, at least one must be excellent, the other Satisfactory.

III. Explanations and Examples:

A. Librarianship:

Regular responsibilities must be incorporated into excellent performance, but they form only its basis. Intellectual creativity, initiative and positive results for the Libraries are required, as well as a sustained level of performance much greater than that shown by successful associate professors. It is the outstanding nature of the contributions that will be considered.

B. Research and Creative Activity:

The scholarship of a full professor must make significant contributions to the body of ideas that constitute professional librarianship or related scholarly fields. There must be evidence of high intellectual quality, originality, sustained energy and peer acceptance. Joint authorship will be considered in proportion to relative contribution.

1. Satisfactory:

At least three substantial articles in refereed or nationally prominent journals, or the equivalent, as well as appropriate other scholarly contributions at the associate professor level.

2. Excellent:

At least a book or four substantial articles in refereed or nationally prominent journals, or the equivalent, as well as appropriate other scholarly contributions at the associate professor level.

C. Service:

Service includes a faculty member's contributions to the Libraries, the University, and the Profession. Community Service of sufficiently high quality may be considered. Service is interpreted as activities beyond those that are performed as part of one's job assignments or those that are performed when one is acting as an official representative of CSUL. Thus, the emphasis is upon voluntary service. Membership in professional organizations is expected. The key to quality service is sustained, effective participation and leadership in library, university, and professional activities. There should be evidence of individual contributions.

A steady record of service in each category below should be demonstrated in order to achieve a satisfactory or excellent rating.

1. Satisfactory:

a. Leadership in CSUL committees and task forces at the associate professor level.

b. Effective contributions to university committees, task forces, or other appropriate activities, as an associate professor.

c. Effective contributions to state, regional and/or national professional organizations as an associate professor.

2. Excellent:

   a. Leadership at the library level, with evidence of outstanding contributions as an associate professor.

   b. Effective contributions at the university level, as an associate professor.

   c. Outstanding contributions at the state, regional, and/or national level, as an associate professor.

Examples of Librarianship, Service, and Research and Creative Activity

LIBRARIANSHIP

1. Knowledge of theory and practice of the organization and dissemination of information.
2. Demonstration of knowledge and understanding of assigned job responsibilities and duties.
3. Knowledge of the literature of library and information science.
4. Knowledge of developments within the profession.
5. Knowledge of the literature and requirements of a specialized field.
6. Effective use of subject knowledge.
7. Effective application of bibliographic techniques in the organization and service of collections.
8. Knowledge and practice of methods of evaluation of services.
9. Effective use of monetary, material and/or human resources.
10. Originating, analyzing, improving and/or implementing new methods and procedures.
11. Effective communication skills.
12. Ability to plan, organize and coordinate effectively.
13. Ability to delegate responsibility and assign duties effectively.
14. Ability to supervise effectively.

15. Effective participation in and contribution to job-related committee assignments.

16. Administration and implementation of contracts or grants.

17. Authorship of contract or grant proposals if specifically required in job duties.

18. Academic advising.

Professional Development

1. Constructive use of sabbaticals and leaves of absence.

2. Non-degree education effort.

3. Acquisition of additional or advanced degrees or professional credentials.

4. Acquisition of job-related skills.

5. Continuing education through participation in seminars, institutes, workshops, etc.

SERVICE

Contributions to the Profession

1. Simple editing.

2. Refereeing manuscripts.

3. Organizing conferences, workshops, etc.

4. Serving as an unpaid consultant.

5. Holding office or committee memberships in national, regional, state or local professional or learned societies.

6. Service as a panel member, moderator or workshop leader.

Contributions to the Libraries

1. Holding office in LFC, TFC or other CSUL committees.

2. Active participation in committees not part of one's job assignment.

3. Organizing and/or presenting workshops, seminars, etc. for the staff.

Contributions to the University

1. Holding office and/or membership in University committees, task forces, etc.

2. Serving on graduate committees.

3. Serving as an advisor to student groups and activities., such as diversity groups represented by advocacy offices.

4. Serving as an internal consultant.

5. Serving as a leader, moderator or panel member in University seminars, institutes, etc.

Contributions to the Community

1. Holding public office.

2. Holding office in community organizations.

3. Serving on community advisory boards.

4. Serving as an unpaid consultant or advisor.

RESEARCH AND CREATIVE ACTIVITY

1. Books
2. Articles in refereed or nationally prominent journals.
3. Chapters or sections of books.
4. Papers at scholarly or professional meetings.
5. Articles in minor journals or newsletters.
6. Reviews.
7. In-house CSU or CSUL publications and reports.
8. Participation in panels or boards.
9. Abstracts.
10. Technical reports.
11. Non-print academic or scholarly presentations.
12. Authorship of contract or grant proposals.
13. Contract or grant reports.

NOTES:
1. Joint authorship will be evaluated in terms of relative contribution.
2. Editorship will be evaluated in terms of the scholarship and creativity demonstrated.
3. Only signed contributions will be considered.

Career Development Program For Librarians At the Libraries of the University of Florida: A Handbook

The University of Florida Libraries
Library Personnel Office
Fall 1987

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PREFACE

Over the past three years, University of Florida library managers have been engaged in reviewing how the Libraries' personnel programs can encourage growth and development for Library faculty. In response to bargaining agreement requirements, University or State initiatives, or other changes in circumstances, a number of policies and procedures relating to annual assignment, appraisal, staff development, merit increases, allocation of travel funds, research grants and leaves, sabbaticals and other personnel processes have been drafted and implemented within the libraries. The interrelationships between these processes were difficult to identify in the plethora of documents governing them. This handbook attempts to gather all relevant information into one document and to explain and clarify all of the policies that relate to the University of Florida's professional development program for librarians. The resulting work is a synthesis of relevant memos, committee reports, and other documents issued by university or library administrators over the past ten years. Citations to appropriate documents and samples of forms, policies and procedures have been provided for those who desire further specificity. The forms, policies and procedures are those used by the University of Florida Libraries[1], and may differ in some cases from those used by the Health Science Center Library, the Legal Information Center and the Florida Center for Library Automation. Librarians in those units are advised to consult their directors regarding any such differences, and to obtain from the directors samples of forms, policies and procedures currently in use.

Although tenure is a central element in the University's career development program for Library faculty, questions remained about the relationship of tenure and promotion to the other processes. In addition, application by and consideration of a nominee for tenure and/or promotion involved the examination of many official documents including applicable sections of the *Florida Administrative Code (F.A.C.), The Constitution of the University of Florida,* the *United Faculty of Florida/Board of Regents Collective Bargaining Agreement* (hereinafter called the *Agreement*), and University of Florida Libraries' memos and committee reports. A committee of librarians representing all of the University of Florida libraries was appointed to review the tenure and promotion process and determine how it could be clarified and made more rewarding for both University and faculty member. The **Tenure and Promotion Process Committee,** which did yeoman service, produced a report which has been the basis for much of the information in this handbook. Our thanks to all of the committee members who gave generously of their time and experience: Lynn Badger, Rich Bennett, Sally Cravens, Barry Hartigan, Lenny Rhine, Pam Williams (Acting Chair), and HelenJane Armstrong, Chair.

Receipt of the Tenure and Promotion Process Committee Report was followed by consultation with staff in the UF Office of Academic Affairs, the Library Management Group, the Satellite Library Directors, and the Director of the Florida Center for Library Automation all of whom provided further contributions from a broad variety of perspectives. This resulting publication explains the overall intent of the career development program of the Libraries of the University of Florida and clarifies the interrelationships of its various parts.

[1]University of Florida Libraries (UFL) is used to designate the library system comprised by: Libraries East and West, Central Science Library, Architecture and Art, Education and Music. The Libraries of the University of Florida (LUF) includes in addition the Health Science Center Library, the Legal Information Center, and the Florida Center for Library Automation, all of which report to the Provost by different routes. The Library faculty include all librarians holding professional, tenure-track appointments in the University of Florida Libraries, the Health Science Center Library, the Legal Information Center or the Florida Center for Library Automation. As such, they form an entity similar to a college.

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Chapter Four
Procedures For Tenure and Promotion

The tenure and promotion processes are governed by procedures which are derived from rules and regulations promulgated by the State of Florida, the University of Florida, and United Faculty of Florida Union. These rules mandate the manner in which the tenure/promotion process is handled by the librarian's department, the Library's Tenure and Promotion Committee, the Director of Libraries, and higher administrative officials.

As pointed out earlier, the tenure and promotion processes make the tenured Library faculty full partners with University and Library administrators in deciding who shall be retained and promoted. The only process that can protect both the University and individual nominees is one in which the librarians involved, independently and conscientiously examine the written documentation, review their own professional interactions with the nominees, and apply high professional and ethical standards to the judgements they draw. Utmost confidentiality with respect to information regarding each candidate is expected.

No librarian should advocate or promote individual nominees with colleagues in departmental or committee situations. To do so implies politicization of professional judgement and brings doubt on the validity of all status or rank appointments granted. Tenured Library faculty should carefully evaluate the material submitted for each nominee, clarify matters that are not clear in the documentation, discuss their conclusions with eligible departmental colleagues, and vote their conscience as to whether the nominee meets the standard that the University has set for appointments to the applicable status or rank.

1. Overview of the Process. The process has a number of checks and balances to protect both the individual and the University. Nominations for tenure are initiated by the Department Chair when the nominee becomes eligible for it, while those for promotion may be initiated by either the Chair or the individual librarian. After letters of recommendation and other required data are gathered into the nomination packet, eligible members of the nominee's department will read and discuss the nomination, voting on the basis of their experience with the nominee and the evidence presented in the packet. After the departmental vote, the Department Chair adds his or her recommendation to the packet. If either the Department Chair's recommendation or the departmental vote is favorable, the packet must be forwarded to the Tenure and Promotion Committee. Whether the vote of the Tenure and Promotion Committee is positive or negative, the packet must be forwarded to the Director of Libraries with the results of the Committee's deliberations and the vote. The Director of Libraries may request that the other Library Directors (Satellite, FCLA, Assistant and Associate UFL) provide advice regarding the nominations. The Director of Libraries must either support or deny the nomination. If it is supported, it is referred to the Office of Academic Affairs for review by the Academic Personnel Board or its designee; if denied, a nominee for promotion receives a letter of notification explaining the denial, and a nominee for tenure receives either a notice of non-renewal or notice that the decision is being delayed until the sixth year. The Academic Personnel Board submits recommendations to the President, who gives the Director of Libraries an opportunity to discuss with him negative tenure decisions. Positive tenure decisions are forwarded to the Board of Regents for final action. Negative decisions result in a notice of non-renewal. The President has the authority to make final decisions in the case of promotions. In either case, a letter will be sent to the nominee. As can be seen from the above overview, many persons are involved in the process and there are many points at which a decision may be questioned.

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2. Detailed Procedures. Following is a detailed description of the procedures that must be followed. Appendix J contains a set of tenure and promotion process timelines.

2.1 Determination of Eligibility for Tenure Nomination (6Cl-7.019(2) *F.A.C.*; *Agreement*: Articles 15.4, 15.5; Office of Academic Affairs *Memorandum*; Office of Academic Affairs *Administrator's Information Packet*)

2.1.1 Librarians who are classified as full-time or part-time with the rank of Assistant University Librarian and above who are employed in a tenure earning position are eligible for nomination for tenure.

The eligibility for tenure will normally begin during the fifth year or its equivalent in part-time continuous service in a tenure earning position, including the time approved for tenure credit when initially employed by the University in a tenure accruing position. A librarian may request, with the concurrence of the department chair and appropriate directors that nomination for tenure be delayed until the sixth year. This agreement will be in writing with a copy sent to the Office of Academic Affairs. The decision to grant or deny a librarian tenure must be made by the end of the sixth year of continuous full-time or equivalent part-time service, including any approved credit transfer of tenure time into the University.

2.1.2 Effective with academic year 1986-7, a librarian must be employed by November 7 if the first academic year of employment is to count as one year of eligibility. However, for those employed between academic years 1982-3 and 1985-6, one year of service was defined as 39 weeks of employment. For 12 month faculty, this meant that the librarian had to have been employed by December 1, if the first academic year of employment was to count as one year of eligibility. See Appendix J for Determination of Year of Tenure Eligibility.

2.1.3 Tenure service is counted prior to, during, and after an approved leave of absence or reduction in FTE. No service credit is accrued during the leave of absence without pay, except as agreed to in writing by the Office of Academic Affairs and the faculty member at the time of approval of leave.

2.1.4 In July of each year, the Library Personnel Officer will send to directors and department chairs a list of all tenure-accruing librarians with the years the librarians are expected to be eligible to be considered for tenure.

2.2 Nomination (6Cl-7.019(5) F.A.C.; *Agreement*: Articles 14.5, 15.7; Office of Academic Affairs *Memorandum*; Office of Academic Affairs *Administrator's Information Packet*)

In July the Library Personnel Officer will notify directors and department chairs that it is time for department chairs or equivalent administrators to initiate the tenure and/or promotion process.

2.2.1 The department chair or equivalent administrator must initiate the process for nomination for tenure and/or promotion to the Assistant Librarian rank or above. Any librarian desiring to submit a nomination for promotion must be considered.

2.3 Tenure and Promotion Information Meeting for Librarians

2.3.1 Nominees and their department chairs will be invited, along with any other interested librarians, to attend a tenure and promotion information meeting in early September. The meeting will be conducted by the Director of Libraries, the outgoing chair of the Tenure and Promotion Committee and the Library Personnel Officer.

2.3.2 This meeting will provide information on all aspects of the Libraries' and University's tenure and promotion process, including filling out the tenure and promotion forms, selecting referees and requesting letters of recommendation, selecting items to include in the tenure and promotion packet, the role of the Tenure and Promotion Committee, criteria for tenure and promotion, and timelines for the tenure and promotion process.

2.3.3 The Department Chair or equivalent administrator and the nominee should review the appropriate sections of the *Florida Administrative Code*, *University Constitution*, *Agreement*, *Career Development Program for Librarians at the Libraries of the University of Florida: A Handbook*, and the Office of Academic Affairs *Memorandum* for compliance with the rules and procedures.

2.4 Letters of Recommendation (6Cl-7.010(2), 6Cl-7.019(5) *F.A.C.*; Office of Academic Affairs *Memorandum*)

2.4.1 By August the nominee must submit to the Department Chair or equivalent administrator a list of possible referees. The Department Chair reviews the list with the nominee and makes additions and/or deletions as appropriate.

2.4.2 The Chair sends the list of selected referees with reasons for choosing these particular referees to the cognizant Director for review.

2.4.3 After review by the cognizant Director, the nominee is notified by the Chair of persons from whom letters of recommendation will be sought.

2.4.4 The Chair asks the nominee to sign a statement indicating whether the rights to review the letters will or will not be waived. The signed statement is sent to the Library Personnel Officer.

2.4.5 Six to eight letters of recommendation are suggested for nominations for promotion to Associate University Librarian and for tenure. Up to ten are recommended for nominations for promotion to University Librarian. A larger number of letters should be solicited than are wanted since it is likely that not all referees asked to respond will do so. More important than quantity of letters is their quality, ensuring that a knowledgeable, rounded and balanced view of the performance and potential of the nominee is provided.

a. Evaluation by colleagues within and outside the nominees' department and qualified librarians both within and outside the University must be sought.

b. At least three letters must be from outside the University.

c. Those nominated for promotion to Associate University Librarian must include in their packet letters from colleagues in that rank.

d. Those nominated for promotion to University Librarian must have letters from librarians who have achieved the rank.

e. If the nominee has a secondary supervisor, one of the letters of recommendation must come from that supervisor.

2.4.6 Those from whom letters of recommendation are solicited must be notified as to whether or not the nominee waives the right to view the letters.

2.4.7 The Department Chair will use the Libraries' form letter (see Appendix L) to solicit letters of recommendation. Copies of the solicitation letters are to be sent to the Library Personnel Officer by the department chair.

2.4.8 Letters of recommendation must be available to the nominee to see unless the right to view the letters is waived.

2.5 Preparation and Contents of the Tenure and/or Promotion Packet (6Cl-7.010(2), 6Cl-7.019(5) *F.A.C.; Agreement:* Articles 14.2, 14.3, 15.2, 15.7; Office of Academic Affairs *Memorandum*)

2.5.1 Preparation

a. Nominees for tenure and/or promotion will be provided with copies of the *Career Development Program for Librarians at the Libraries of the University of Florida: A Handbook*, the Office Academic Affairs *Memorandum* which includes the University's tenure and/or promotion forms. Applicable sections of the *Florida Administrative Code*, the *Bargaining Agreement*, *Constitution of the University of Florida* and the Office of Academic Affairs *Administrator's Information Packet* are available for review in the Library Personnel Office and from the Director's secretary in the Satellite Libraries and FCLA.

b. The nominee is responsible for working with his/her supervisor to prepare the tenure and/or promotion packet. The supervisor is responsible for ensuring that all applicable regulations are followed and for providing guidance to the nominee.

c. Prior to consideration of the librarian's nomination by the department, the nominee will review the materials in the packet to insure that all the information the librarian believes to be pertinent to the nomination is present. If the librarian has waived his/her right to review the letters of recommendation, these may not be seen by the librarian. It is the responsibility of the librarian to see that the tenure and/or promotion materials are complete.

(revised 11/88)

[redacted] must be notified in writing of any additions, deletions, or changes to the [redacted] packet. The nominee then has five days within which to attach a brief and [redacted]

2.5.2 Contents of the Tenure/Promotion Packet

a. University of Florida Recommendation for Tenure, Permanent Status and/or Promotion (Form OAA-TP-L-9899) is provided by the Office of Academic Affairs. See Appendix L of this document for a copy of this form and instructions for completion.

(1) Instructions for completing Form OAA-TP-L-9899 can be found in the yearly Office of Academic Affairs Memorandum and in Appendix M of this document.

(2) Form OAA-TP-L-9899 must be corrected if, at any level, a recommendation is changed by action of a committee, board or administrator.

b. Other documents to be included in the packet are as follows:

(1) Letters of recommendation. The letters are extremely important in presenting a credible picture of the candidate and should therefore be written by a knowledgeable, competent, reputable, and diverse group of persons. Referees should be selected carefully.

(2) Copies of the last five annual letters of evaluation with corresponding annual assignments and goals/objective statements (or as many as have been written if the nominee has not been at the University long enough to have been evaluated five times).

(3) A current resume which serves as an extension of information not required by the forms gives a broader description of the nominee's accomplishments.

(4) If tenure credit was granted upon appointment, a copy of the letter approving such previous tenure service.

(5) The letter from the Department Chair or equivalent administrator is to be added to the packet after the departmental vote has been taken. A copy is forwarded to the nominee. This letter should give an overall assessment (as measured against the criteria described on p. 16-17) of the nominee's qualifications for the action sought, provide information, where appropriate, about the professional status of those writing letters of recommendation, comment on the quality of the nominee's publications and other achievements under the criteria, and provide any other clarifications which will assist the reviewers in evaluating the materials in the packet.

(6) An evaluative statement from the Director of Libraries is required if the nomination is forwarded to the Presidential level. The statement is added to the packet after the Director of Libraries has received the recommendation of the Tenure and Promotion Committee. This statement, a copy of which is sent to the nominee, may be used to explain/clarify such issues as unusual votes, exceptional assignments or early promotions as well as serving as an evaluation of the nomination.

(7) Any further information.

(a) Letters of acceptance from publishers are required for publications in press.

(b) Copies of publications are not to be included in the packet. Copies should be submitted to the Library Personnel Officer with the tenure packet. These will be returned after review.

2.6 Departmental Vote (6Cl-7.019(5) *F.A.C.*; *Agreement:* Articles 14.2, 14.3, 15.7; Office of Academic Affairs *Memorandum*)

2.6.1 All tenured librarians in the nominee's department are eligible to vote on a tenure nomination.

2.6.2 Those librarians in the nominee's department in ranks higher than the nominee's current rank are eligible to vote on a promotion nomination.

2.6.3 Faculty in the department who are eligible to vote will review all material in the packet, including letters of recommendation. (They do not review the departmental statement, the quintile evaluation, the chair's letter of transmittal, or the Chair's endorsement or lack thereof--these are added after the vote.)

2.6.4 After faculty have reviewed the packet, the Chair will hold a meeting at which the nomination is discussed. Department members are expected to vote on their experience working with the candidate as well as the contents of the packet. After the discussion, the vote will be taken. All discussions and material reviewed must be held confidential by all involved.

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2.6.5 Voting shall be done by secret ballot.

2.6.6 If either the majority of the polled librarians or the Department Chair approve of the nomination, it must be forwarded to the Library Personnel Officer who, after review of the contents for completeness, will forward it to the Tenure and Promotion Committee.

2.6.7 If the Chair does not endorse the nomination and the vote of the appropriate department members is negative, the nominee shall be notified in writing by the cognizant Director immediately or as soon thereafter as possible. The [illegible] reason for denial. If the denial was for the award of tenure a separate notice of [illegible] will be sent to the librarian.

2.7 Department Chair's Addition of Information to the Packet (6Cl-7.019(5) *F.A.C.*; *Agreement*: Articles 14.3, 15.7; Office of Academic Affairs *Memorandum*)

2.7.1 After the departmental vote is taken, but before the packet is forwarded to the Library Personnel Office, the Chair adds to the packet his/her letter of transmittal which evaluates the nominee's qualifications for the promotion or conferral of tenure, evaluates the nominee on the quintile rankings, completes the departmental statement, indicates whether the nominee is endorsed or not, and writes in the results of the departmental vote. Once this information has been added to the packet, the nominee must receive a copy of the letter, evaluation, departmental statement, and results of the departmental vote.

2.7.2 If the nominee's immediate supervisor reports to a Department Chair, the supervisor may write the chair's letter of transmittal. In this case the chair indicates in writing on the letter concurrence with the lower level supervisor. The Chair must complete the quintile ranking, departmental statement, and endorsement or lack thereof.

2.7.3 At any point in the process, if information is added to, deleted from, or changed in the packet, the nominee must be notified in writing and has five days to respond.

2.7.4 The original packet and two photocopies are to be submitted to the Library Personnel Officer for review for omissions or errors. After the packet has been reviewed and corrections, if needed, have been made, the packet is forwarded to the Tenure and Promotion Committee for consideration.

2.8 Review by the Tenure and Promotion Committee (6Cl-7.019(5) *F.A.C.*; *Agreement*: Articles 14.3, 15.7; Office of Academic Affairs *Memorandum*)

2.8.1 Composition and formation of the Committee

a. The Tenure and Promotion Committee is composed of nine tenured librarians who are appointed to the committee by the Director of Libraries in August of each year. When appointing new committee members efforts are made to ensure that there is broad representation on the committee of experienced librarians from various library specializations and locations on campus.

b. Each librarian appointed to the committee will serve a three-year term, unless the librarian is appointed to fill in for a committee member who has left the Libraries, in which case the appointee will serve the remainder of the term. New members take office October 1st and are relieved three years later on September 30th. Appointments will be staggered in such a way that the appointments of three librarians will end each year thus necessitating the appointment of three new committee members.

c. In August of each year one member of the committee will be appointed chair of the committee by the Director of Libraries.

d. A Tenure and Promotion Committee member may only discuss and vote on promotion nominations to ranks equivalent to or below the Tenure and Promotion Committee member's rank, e.g. a Committee member who is an Associate University Librarian may not discuss or vote on a nomination to University Librarian.

2.8.2 Responsibilities of the Committee

a. The Tenure and Promotion Committee evaluates the nominations for all Libraries of the University of Florida. The committee acts as an advisory body for and submits its recommendation to the Director of Libraries.

b. The members of the Tenure and Promotion Committee will review and discuss appropriate tenure and promotion regulations for the Libraries and the University in order to develop a common

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understanding of the requirements, procedures, and their responsibilities prior to consideration of the tenure/promotion nominations. They will assess the qualifications of each candidate against the criteria and considerations outlined in Chapter Three, looking for evidence of distinctive performance in two of the three categories.

c. The evaluation information used in the tenure and/or promotion process as well as the Committee's discussions of said information are confidential and open only to those individuals involved in the recommendation and/or decision making process, unless otherwise required by law.

d. Reviewers at any stage of the review process may request additional information to assist in the evaluation of the nominations.

e. After review and discussion of the nomination, a vote by secret ballot is taken by the committee. The results of the vote are entered by the chair of the Committee on the tenure and promotion form.

f. The chair of the Committee then submits all of the packets to the Director of Libraries with a memo outlining the Committee's deliberations.

2.9 Review by the Library Directors (6Cl-7.019(5) *F.A.C.*; *Agreement:* Articles 14.4, 15.5, 15. 6; Office of Academic Affairs *Memorandum*)

2.9.1 The Director of Libraries may request that the Satellite Directors, the FCLA Director and the UFL Directors provide him/her advice on the nominations either individually or in a group.

2.9.2 After consideration of the materials in the packets, the deliberations and votes of the Tenure and Promotion Committee, and the advice of the other Directors, the Director of Libraries decides whether or not to endorse the nominations. This decision is noted on the tenure and promotion forms.

2.9.3 The Director of University Libraries may choose among the following:

a. **Tenure.** If the nomination was for tenure, the Director of University Libraries may choose to:

(1) **endorse** the nomination. If so, an evaluative statement is written by the Director of Libraries and inserted into the packet, and the packet is forwarded to the University's Office of Academic Affairs for review by the Academic Personnel Board or designee. Copies of the material added to the packet are sent to the nominee.

(2) **delay** the tenure decision to the sixth year. If so, a statement giving the reasons why is forwarded immediately to the nominee. A copy is sent to the Office of Academic Affairs.

(3) **deny** tenure. If the nomination is **denied,** a separate notice of non-renewal must be sent to the librarian immediately with a statement of reason(s) why the action was taken. A copy is sent to the Office of Academic Affairs.

b. **Promotion.** If the nomination was for promotion, the Director of University Libraries may:

(1) **endorse** the nomination. (See (1) above.)

(2) **deny** the nomination. The Director shall, within ten days, notify the nominee in writing of this decision with a statement of reason(s) why the nomination was denied and was not transmitted to the Academic Personnel Board.

2.10 Review by the University's Academic Personnel Board or Designee (6Cl-7.19(5) *F.A.C.*)

2.10.1 The University's Academic Personnel Board or designee shall review all nominations received from deans and directors and shall submit recommendations to the President.

2.10.2 The Director of University Libraries shall have the opportunity to meet with the President to review negative recommendations for tenure before the President makes a decision.

2.11 Review by the University President (6Cl-7.19(5) *F.A.C.*)

2.11.1 The President has the authority to make decisions with respect to tenure recommendations.

2.11.2 In tenure decisions, the President will submit the recommendation to the Board of Regents if approved. The Director of Libraries will be notified of that recommendation and will keep the librarian informed.

2.11.3 The President has the authority to make the final decision with respect to promotion nominations to the Associate University Librarian and University Librarian ranks. The Director of Libraries will be notified of such action. (The Director of Libraries has the authority to make decisions with respect to promotion nominations to Assistant University Librarian.)

2.12 Review of Tenure Nominations by the Board of Regents (6C1-7.19(5) *F.A.C.*)

2.12.1 The library faculty member shall be notified in writing by the appropriate administrative official immediately, or as soon thereafter as possible, of the final action taken on the nomination for tenure.

2.13 Tenure and Promotion File

2.13.1 Copies of tenure and promotion packets will be filed in the Library Personnel Office in a separate tenure and promotion file. This material may be viewed only by those required to participate in making recommendations or decisions regarding tenure and/or promotion or as needed.

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INTRODUCTION

The following document describes the criteria and procedures to be used by Library faculty in dealing with questions of appointment, promotion, tenure, and non-retention.

The document was written to be consistent with University policy described in the University Statutes, Articles IX and X. The Statutes provide that faculty will be judged on the basis of teaching, research, and service. Librarianship replaces the teaching criterion in the evaluation of Library faculty.

What follows reflects the Model Statement of Criteria and Procedures for Faculty Status adopted by the Association of College and Research Libraries of the American Library Association.* In accordance with these national standards, the Library recognizes the master's degree in library science from a program accredited by the American Library Association as the terminal degree.

CRITERIA

The University of Illinois at Chicago evaluates Library faculty by the following criteria:

I. LIBRARIANSHIP

Librarianship is concerned with facilitating access to information to further university programs of instruction, research and service. Librarians are responsible for planning, implementing and evaluating programs for the acquisition, organization and retrieval of recorded information. In order to carry out these responsibilities librarians must have knowledge of the structure and nature of scholarly communication, of the ways in which people acquire and process information, of the means by which information is stored and retrieved, and of the programs and priorities of the University of Illinois at Chicago.

Excellence in librarianship is expected of each faculty member. Within the assigned area of responsibility the librarian develops his or her unique contribution to the library and the campus. Responsibilities fall within the categories of collection development, bibliographic control and information services.

*The ACRL Model Statement may be found in College & Research Libraries News 34: 8 (September 1973): 192-95 and 34: 9 (October 1973): 243-47, Appendixes.

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A. Collection Development

Librarians who develop the collection decide which books, journals and other materials should be made part of the library's collections and which should not. They design effective programs of acquisitions, and they carefully plan and monitor expenditure of the acquisitions budget. They regularly evaluate the collection to ensure that the library has materials which support and further campus programs.

B. Bibliographic Control

Librarians involved in bibliographic control are responsible for the intellectual and physical organization of library books, journals, and other materials to optimize access. They catalog library materials as well as direct the assembly and transmission of bibliographic information to local and external computer systems. They create and manipulate a variety of indexes to that information. They also analyze, design, and monitor systems to facilitate access to information about library materials, as well as to the actual library materials.

C. Information Services

Librarians who provide information services mediate between individuals with information needs and the sources which can satisfy those needs. To do so they must understand the process of information seeking and users needs, interpret information requests, formulate appropriate search strategies, and locate and evaluate information sources. They must determine when they should teach users strategies for independent information seeking or when they should directly provide information.

II. RESEARCH

Research in librarianship is scholarly investigation conducted to expand the knowledge base of library and information science. Areas subject to investigation include the study of library methods for the acquisition, control, retrieval and dissemination of information as well as the broader processes by which information is created, stored and communicated. Evidence of a coherent research design demonstrated by concentration on one aspect or related aspects of librarianship should be presented. Research and scholarly activities may include:

A. Publication, or acceptance for publication, of the following:

Articles, preferably in refereed journals
Books and monographs
Book reviews
Other publications (e.g., abstracts, collection catalogs, exhibition catalogs, technical reports, etc.)

B. Scholarly papers presented at professional meetings and conferences, especially where such participation is invited

C. Grants and contracts to support research preferably as project director or principal investigator

D. Peer recognition exemplified by fellowships, awards, or other honors.

III. SERVICE

Service is involvement in university, professional and community activities related to the mission and public service objectives of the University of Illinois at Chicago, the University Library, and the library profession. Quality of performance and substance of contributions must be demonstrated and verifiable. Service activities may include:

A. Library and University Service

Committee and task force membership
Elected Senate positions
On-campus advisory or consulting activities
On-campus speaking engagements

B. Professional and Scholarly Service

Membership, participation, offices, committees in organizations
Presentations at professional meetings
Workshop and conference participation
Editorships and editorial consulting
Refereeing proposals and publications
Consulting for libraries and organizations

C. Community and Public Service

Membership, participation, offices, committees in community organizations and on advisory committees
Invited presentations
Workshop and conference participation
Radio and television appearances

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CRITERIA FOR LIBRARIAN PROMOTIONS

The criteria for promotion are (1) performance, (2) professional development, and (3) service. Promotion considerations must take into account differences in mission among campuses, among schools within some campuses and individual librarian's contributions to the school/campus mission. The relative weight attached to the criteria above must vary accordingly. Promotion to any rank is a recognition of achievement in the present rank and a sign of confidence that the individual is capable of greater responsibilities and accomplishments.

Appointment

A librarian must have a master's degree from an American Library Association accredited library school or the equivalent professional credentials, or a graduate degree in other professional or scholarly fields where appropriate.

Performance

A librarian must be, first and foremost, an effective librarian in the position held at Indiana University. The quality of performance is admittedly difficult to evaluate. This evaluation is so important that recommendations for an individual's promotion should include evidence drawn from such sources as supervisor evaluations and others who have been closely associated with his or her performance or in some other capacity.

Professional development

A librarian who is responsive to the demands of the profession must make contributions through professional development. Evidence of professional development MAY include:

List of memberships in professional associations (including dates)

Evidence of post-MLS education

Copies of conference papers or lectures

Documentation of panel participation at conferences

Copies of research and/or creative publications

Summary of fellowships, grants, awards, and/or other special honors

Other evidence of professional development

The candidate should demonstrate a definite continuing program of professional development. Quality of contribution is considered more important than mere quantity.

Service

The librarian is expected to assume service responsibilities. Fulfilling these obligations enhances the value of the librarian as a member of the university and library community. Evidence of service MAY include:

List of service on library committees (For all lists of committee or organizational service, include a summary of activities and an explanation of the candidate's contribution.)

List of service on university committees

List of service on regional and/or state professional or scholarly organizations

List of service in national and/or international professional or scholarly organizations

List of community service

Copies of conference and/or workshop programs (include only pages of direct relevance)

Documentation of teaching activities performed for departments or agencies outside the library

Summary of professional consulting projects (include reports or brief descriptions)

Other evidence of service

The evaluation of the service should be in terms of the effectiveness with which the service is performed, its relation to the general welfare of the University, and its effect on the development of the individual foremost as a librarian as well as a member of the university community. As in professional development, the quality of contribution is considered more important than mere quantity.

Promotion in Rank

When considered for promotion the individual should be assessed in regard to all three criteria from the preceding section. Favorable action should result when the individual has demonstrated a level of competence or distinction appropriate to

the proposed rank. Failure to promote may result from unsatisfactory performance in other areas.

It shall be the privilege of any librarian to submit a recommendation for the promotion of any librarian, including one's self.

From Affiliate Librarian to Assistant Librarian

This promotion usually is based primarily on evidence of good performance. A promising beginning of professional development and service are expected.

From Assistant Librarian to Associate Librarian

Excellent performance is the primary criterion and must exceed the requirements of operational standards. Professional development and service are secondary criteria. The candidate must show continued improvement in one and be satisfactory in the other.

If professional development is the secondary criterion, the librarian should be responsive to the demands of one's profession by contributing through professional development.

If service to the libraries, university, profession or community is the secondary criterion, it should be discharged with merit and should reflect favorably on the university and the libraries.

From Associate Librarian to Librarian

Superior performance is the primary criterion. The candidate must show evidence of performance that is achieved by few others at Indiana University.

If professional development is the secondary criterion, the librarian must show a continued significant contribution at the state, regional or national level.

If service is the secondary criterion, the librarian must show a continued significant contribution at the community, state, regional or national level.

Visiting Appointments

The term visiting is used in instances where, (1) an individual is on leave from another place of employment, or (2) an individual is employed on a temporary basis.

The individual may be engaged in full-time or part-time duties at Indiana University. Although an individual may be reappointed as a visiting appointee, the title is not normally used for more than two consecutive years.

This is not a tenure track appointment. The visiting appointee may not enjoy all the rights and privileges of full-time appointees--such as voting rights; eligibility for Faculty Council membership; sabbatical leaves; and access to research, travel, or other special funds reserved for full-time faculty.

The university is not obligated to count service as a visiting appointee as credit toward tenure if the appointment is later changed to a regular appointment, but exceptions may be made in regular accordance with the procedures used by the university in making regular academic appointments.

Adjunct Appointment (non-tenure track)

This title is used when the status conferred by such a title is deemed important and in a variety of circumstances ranging from those in which the appointees are contributing their services gratis, for a limited period and on a part-time basis, to other cases in which the appointees are compensated for part of their time.

This is not a tenure track appointment.

Part-time Appointments (non-tenure track)

Individuals holding these positions devote only part of their time to the duties of a librarian. They may also be gainfully employed in other activities, either with Indiana University or elsewhere. Thus a full-time employee of Indiana University may still be a part-time librarian. A part-time appointee is also appointed at the rank which would be given were that individual being considered for a full-time position. When an individual is employed in such part-time on a continuing or recurrent basis, promotion in rank must go through normal procedures of that unit of the library.

This is not a tenure track appointment.

--Refer also to the Indiana University Academic Handbook, pages 27-28, "Librarian Promotions."

CRITERIA FOR TENURE FOR LIBRARIANS

A. The Principle of Tenure for Librarians

The principle of tenure imposes reciprocal responsibilities on the University as a body politic and on the librarian. The University has the responsibility of maintaining the principles of academic freedom. To discharge this responsibility the University provides tenure in order that librarians may be secure in their professional work. The librarian is obligated to maintain high standards of professional conduct, research and creativity and performance in the development and organization of library services, and in the communication of information and knowledge to others. (Language adapted from "The Principle of Tenure," Academic Handbook, Indiana University, 1985, page 26)

Granting of tenure to I.U. Bloomington library faculty shall normally constitute promotion to associate librarian for those library faculty not already holding that rank.

B. Criteria for Tenure

After the appropriate probationary period, tenure shall be granted to those faculty members whose professional characteristics indicate they will continue to serve with distinction in their appointed roles. Tenure considerations must take into account the mission of the particular unit and the individual librarian's contribution to that mission. A candidate for tenure should excel in performance and be satisfactory in the following two categories:

1. Professional development

2. Service

C. Authority for Implementation

The implementation of tenure for librarians is based upon the following statement adopted by the Board of Trustees at its meeting of June 30, 1972:

"1. Subject to the provisions which follow, a person appointed as a professional librarian in the Indiana University Library System shall have Library tenure after the same probationary period that is applicable to the faculty.

a. In general the same procedures which govern faculty tenure determinations (i.e., probationary period, termination of probationary service, non-reappointment, appeal procedures, etc.) for members of the teaching faculty shall be applicable to professional librarians.

D. Notice of Terms of Initial Appointment

1. Before a librarian is appointed to library rank in the University, the initial salary, rank, years as a librarian elsewhere creditable toward tenure, and duration of the initial appointment and of the probationary period shall be stated in writing and placed in the possession of the University and the librarian.

2. The librarian shall also be advised in writing, before or at the time of the initial appointment, of the criteria and procedures employed in recommendations and decisions about reappointment and the award of tenure specified in the Academic Handbook and library documents.

3. The librarian shall acknowledge in writing at the time of acceptance of the appointment that the conditions and terms of the initial appointment, as well as the criteria and procedures for reappointment and tenure, are agreed to.

E. Credit Toward Tenure

Credit toward tenure for previous experience shall normally not exceed three years; however, in exceptional cases, tenure may be conferred at the time of initial appointment. Experience in a professional position without the master's degree or its equivalent shall not normally be credited toward tenure.

1. Experience in other academic and/or research libraries

Service in a professional library position in other academic and/or research institutions may be credited toward tenure.

2. Experience in other libraries

Under ordinary circumstances, credit toward tenure may be given only for previous experience which is directly relevant to anticipated responsibilities at Indiana University. In case of doubt, a job description of the previous position(s) should be requested. Credit toward tenure for experience in other libraries may be granted on a year to year ratio after such experience has been evaluated.

SELECTION, RETENTION, PROMOTION AND TERMINATION POLICY OF THE LSU LIBRARY FACULTY

Purpose: The purpose of this document is to define policies governing selection, retention, promotion, and termination of the library faculty of the University Libraries at Louisiana State University (Baton Rouge). While the dissemination of knowledge is a function shared by the library faculty and the professorial faculty, the role of library faculty in the university is a distinct one. Librarians participate in the educational process by providing information and services that enhance the advancement of learning and research. To do this, they employ a diversity of skills and perform a variety of services that range from serving the public directly in a reference or teaching capacity to serving indirectly by acquiring, organizing, and administering library collections and other information resources. The particular role of librarians within the University and the diversity of roles within the library require that librarians be evaluated according to criteria that are appropriate for the library profession.

This policy is designed to reflect the language and the intent of PS-36, "Selection, Retention, Promotion, and Termination of Faculty," Revision 3, Effective October 1, 1980, and the "Procedure for Promotion and Tenure" issued by the Office of Academic Affairs, September 26, 1984. It includes all those elements of PS-36 which reasonably can be applied to library faculty.

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I. Basic Principles

As members of the academic community, the library faculty and the professorial faculty participate in the scholarly processes which lead to the creation and dissemination of knowledge. As academic professionals, librarians contribute to the scholarly process through the primary mission of librarianship, which is the selection, acquisition, organization, expansion, preservation, and dissemination of information. Librarians participate fully in the educational mission of the University and share its quest for excellence.

The criteria and procedure for selection, retention, promotion, and tenure reflect the librarian's distinctive role in the educational process. Librarians contribute to the teaching, research, and service functions of the professorial ranks by providing professional support, informational assistance, and instructional services.

Decisions for selection, retention, promotion, and termination of Library Faculty shall be based on the highest standards of academic librarianship. All such decisions, not based on financial exigency or change in departmental programs, shall be made solely on the basis of professional merit, quality of contribution to the University, and the competent and regular performance of assigned duties. Judgments may not be based on attributes of the candidate that are irrelevant to professional performance, such as race, color, religion, sex, national origin, age, handicap, marital status, or veteran's status. The decision process shall utilize peer judgment, with review by the Director of Libraries, the Vice-Chancellor for Academic Affairs, and the Chancellor. The general categories to be considered in making such decisions are:

1. Educational Record;

2. Professional preparation and/or achievement;

3. Evaluations by qualified colleagues;

4. Academic and professional potential;

5. Effective job performance;

6. The quality of service to the Library, the University, and the profession;

7. Scholarly or creative accomplishments in the library profession.

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3. For an initial appointment, a personal interview is desirable at the ranks of General Librarian and Assistant Librarian and essential at the ranks of Associate Librarian and Librarian.

E. Term Appointment

A term appointment is for a stipulated period of time. A term appointment or a series of term appointments carries no assurance of reappointment, promotion, or tenure. Reappointment is made solely at the initiative of the University. Reappointment or decisions not to reappoint will be made in accord with criteria set forth in this policy and according to procedures outlined in PS-36, IV.C.

The first year of a term appointment is defined as the period from the first working day in the library to June 30. All other years are on a fiscal basis, July 1 to June 30.

F. Time in Rank

Library Faculty will normally serve the designated time in rank before being eligible for appointment or promotion to the next higher rank. However, the quality of service is more important than the length; an outstanding record may justify a lesser time in rank. Prior professional experience may be considered in determining promotion to a higher rank. It may also be a factor in determining rank for initial appointment to the Library Faculty. Fulfilling the minimal time in rank does not of itself qualify an individual for promotion.

Periods of leave without pay do not count toward establishing eligibility for tenure.

G. Promotion

Promotion is advancement to a higher academic rank.
Promotion will be governed by the general criteria found in this Policy and in accord with procedures in Appendix A of this Policy.

H. Tenure

1. Tenure is the condition of indefinite appointment. The purpose of tenure is to protect the individual faculty member against capricious dismissal or abuse, and thereby to protect academic freedom and the integrity of the University. Job security of the individual is a corollary benefit, but should not be viewed as the primary purpose of the policy.

2. Tenure shall be awarded only according to the criteria and under the terms of conditions stated in this Policy and in PS-36.

3. The pre-tenure review is an assessment of potential for future service of non-tenured faculty, leading to recommendations to the

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University administration with respect to the terms and conditions under which the appointee may expect to continue service on the faculty, if at all.

I. Termination

Termination is an administrative action whereby a tenured appointment is ended or a term appointment is ended prior to its stated ending date. (See PS-36, VII.)

J. Part-time appointments

Part-time members of the Library Faculty are appointed for one year or less and may not acquire tenure. Part-time appointments normally represent no more than 50% effort.

K. Split appointments and grant or contract appointments are governed by the rules set forth in PS-36, section III.G. and section III.H., respectively.

IV. Appointment, Reappointment, Promotion, and Tenure by Rank

A. General Librarian

1. Qualifications

a. Terminal degree or equivalent professional credentials. (See section III.B.)

b. Evidence of competence in librarianship.

2. Term appointments

a. Appointments at this level shall be for one year or less.

b. More than three consecutive full-time one-year appointments at the rank of General Librarian will not ordinarily be made except in the unusual circumstances where a faculty member indicates a desire to make a career at the General Librarian level. In this case, there must be a written record of conditions for continued recommendations for reappointment, which record becomes a part of the employee's personnel file.

3. Tenure

a. General librarians may not acquire tenure.

b. Time spent in this rank does not qualify toward tenure.

B. Assistant Librarian

1. Qualifications

a. Terminal degree or equivalent professional credentials. (See Section III.B.)

b. Clear evidence of potential for excellence in academic librarianship.

2. Term appointment, reappointment, and promotion

a. Assistant Librarians shall be appointed or reappointed to terms not to exceed three years and the total service in rank is not to exceed seven years.

b. Reappointment is based upon the same requirements as the candidate's preceding appointment. In addition, there must be evidence that the candidate has acquired an appreciation for the overall objectives of the library and is making progress towards meeting the criteria for tenure and promotion. The review for reappointment will be conducted according to procedures described in Appendix A.

c. Promotion to Associate Librarian is based on qualifications and criteria appropriate to that rank. The review for promotion will be conducted according to procedures described in Appendix A.

3. Tenure

a. Non-tenured librarians who are promoted to the rank of Associate Librarian will normally attain tenure with the promotion if their positions are fully supported by permanent funds.

b. The pre-tenure review will be made early in the fifth year in rank and shall result in one of the following:

(1) Notice to the candidate of non-reappointment;

(2) Recommendation for promotion to Associate Librarian.

c. Nominees for pre-tenure review may decline consideration prior to the fifth year by writing to the Director. Candidates being reviewed early may request withdrawal from consideration at any time during the process.

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C. Associate Librarian

1. Qualifications

a. Terminal degree or equivalent professional credentials. (See Section III.B.)

b. Five years experience at LSU (Baton Rouge) at the Assistant Librarian level or equivalent experience.

c. Excellence in job performance and mastery of the individual's specific area of librarianship.

d. Competent service to the Library, University, profession, or community.

e. Sufficient achievements in scholarly or creative activities to indicate the potential for continued contributions to librarianship or other academic disciplines.

2. Term appointments, reappointments, and promotions

a. Associate Librarians who join the faculty at that rank may be appointed initially and subsequently reappointed on a term basis through not more than four years of total service at LSU (Baton Rouge).

b. Reappointment is based upon the same requirements as the candidate's preceding appointment. In addition, there must be evidence that the candidate has acquired an appreciation for and has had a positive impact upon the overall objectives of the Library. There must also be evidence of progress towards meeting the criteria for tenure and promotion. The reappointment review will be conducted according to procedures described in Appendix A.

c. Promotion to the rank of Librarian is based on the qualifications and criteria appropriate to that rank. Associate Librarians with tenure are entitled to be reviewed for promotion to Librarian at least every five years. The review for promotion will be conducted according to procedures described in Appendix A of this Policy Statement.

d. The promotion review will result in recommendation for promotion or non-promotion and shall follow the procedures described in Appendix A.

3. Tenure

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a. Associate Librarians normally have tenure, except that initial appointments and subsequent reappointments through not more

than four years total service may be on a term basis. Non-tenured Associate Librarians who are promoted to the rank of Librarian will normally attain tenure with the promotion if their positions are fully supported by permanent funds. Associate Librarians who are reappointed after four years of service at LSU (Baton Rouge) shall have tenure. The pre-tenure review must be conducted for non-tenured Associate Librarians no later than 18 months prior to the date on which they would acquire tenure simply by length of service, but tenure may become effective at the beginning of the academic year subsequent to the approval.

b. The pre-tenure review will result in one of the following:

(1) Notice to the candidate of non-reappointment;

(2) Recommendation for tenure without promotion;

(3) Recommendation for promotion to Librarian with tenure.

D. Librarian

1. Qualifications

a. Terminal degree or equivalent professional credentials. (See Section III.B.)

b. At least five years' service in the rank of Associate Librarian at LSU (Baton Rouge) or other equivalent experience.

c. A consistent pattern of excellence in job performance and recognition for outstanding achievement in an area or areas of specialization or responsibility.

d. Significant contributions to service both within and beyond the University including service to the Library, University, profession, and community.

e. Scholarly or creative activities of a quality that makes a significant contribution to the library profession.

2. Term appointments and reappointments

Librarians who join the faculty at that rank may, after an initial term appointment, be reappointed on a term basis through not more than four years of total service at LSU (Baton Rouge).

Reappointment is based upon the same requirements as the candidate's preceding appointment. In addition, there must be a continuation of the high level of contributions to the profession. There must also be clear evidence of outstanding contributions to the overall

objectives of the Library. The reappointment review will be conducted according to procedures described in Appendix A.

3. Tenure

a. Librarians normally have tenure except that initial appointments and subsequent reappointments through not more than four years' total service may be on a term basis. Librarians who are reappointed after four years of service at LSU (Baton Rouge) shall have tenure if their positions are fully supported by permanent funds.

b. Pre-tenure review

Pre-tenure review for non-tenured Librarians will result in one of the following:

(1) Notice to the candidate of non-reappointment;

(2) Recommendation for tenure.

V. Criteria for Evaluating Library Faculty

The factors presented below are designed to interpret for librarians those criteria which are relevant to academic librarianship. As with the professional ranks, tenure and promotion are based on effectiveness in job performance and contributions to service and scholarship. The structure of daily responsibilities demands that the librarian be first and foremost an effective librarian and in the position she or he fills; therefore, the major emphasis in tenure and promotion considerations is on job performance.

A. Job Performance

Since excellence in job performance weighs more heavily in consideration for reappointment, tenure, and promotion, the criteria for evaluating job performance must meet the highest standards of academic librarianship. The following criteria provide evidence of effectiveness in job performance; not all will apply to every job nor is effective job performance restricted to these activities.

1. Mastery of the professional knowledge required for the job.

2. Positive interaction with members of the library staff and library users.

3. Initiation of new projects, procedures, or functions which improve services of the Department or Library.

4. Effective communication skills.

5. Demonstrated ability in report writing and analytical skills such as:

   a. Preparation of written materials such as staff manuals, reports, or goal statements.

   b. Development of in-house guides, bibliographies, etc., which improve the use of library resources.

   c. Analysis of data relating to library collections, functions, and use.

6. Effective participation in policy formulation at the departmental and/or library-wide level.

7. Performance or managerial duties with demonstrated abilities in:

   a. Leadership of the department or area;

   b. Organizational skills;

   c. Supervisory skills.

8. Professional growth with an on-going commitment to mastery of new skills in one's specialty and knowledge of current developments in the profession.

B. Service

Service to the Library, University, community, and profession are important aspects of librarianship. The purpose of the service criteria is to provide evidence of contributions which extend beyond effective job performance. Such contributions may include, but need not be restricted to:

1. Library service

   a. Active participation in Library committees, task forces, organizations, etc.

   b. Active participation in Library governance, such as serving on the Staff Council, Library Faculty Policy Committee, etc.

   c. Other significant professional service which contributes to Library goals.

2. University service

   a. Active participation in University committees, task forces, organizations, etc.

   b. Active participation in University governance by serving as a senator or officer in Faculty Senate, etc.

   c. Other significant professional service to the University.

3. Library related community service that enhances the image of the University.

4. Professional service at local, state, regional, or national levels.

   a. Membership and active participation in professional organizations that result in professional development.

   b. Active participation in or chairing committees of professional or scholarly societies.

   c. Active participation in governance of professional or scholarly societies.

   d. Organization of workshops and meetings at state, regional, or national levels.

   e. Service as a consultant or advisor on professional matters.

   f. Other significant professional service.

C. Scholarly or creative activities

Librarians are expected to demonstrate some measure of scholarly or creative productivity. The activities below are representative of such achievements, but scholarly or creative activities need not be restricted to these.

1. Publications

   a. Books and monographs.

   b. Textbooks.

   c. Edited works or compilations, indexes, or translations of published works.

   d. Shorter works

      (1) Book reviews, columns, or other contributions to publications of professional organizations.

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(2) Articles or bibliographies relating to librarianship or other academic disciplines published in books or recognized professional journals or made widely available through data bases.

2. Contributions to the profession

a. Instructions, lectures, workshops, or seminars other than that performed on the regular job.

b. Development of innovative procedures, standards, or new technologies which improve library service.

3. Participation in professional meetings, symposia, or conferences such as presenting papers, lectures, displays, etc.

4. Creative activities

a. Preparation of scholarly exhibits.

b. Other examples of creative activities relating to librarianship.

5. Research support submitted and/or funded

6. Additional education

a. An advanced degree or progress toward a degree in library science beyond the M.L.S.

b. An advanced degree or progress toward a degree in an academic discipline other than library science or certification in a job-related field. (Note restrictions in the Faculty Handbook, p. 12.)

VI. Applications of criteria

There should be a clear progression as a person advances in rank with promotion based upon a body of accomplishments. The following application of criteria should be used to validate an individual's accomplishments.

A. Promotion to Associate Librarian

1. Job performance

The evaluations and other materials to support effective job performance should provide evidence of:

a. Excellence in performance of the primary job;

b. Ability to function knowledgeably and independently in the position she or he fills and comprehension of the overall operations of the library;

c. Ability to work effectively with colleagues and library users;

d. Initiative and competence in activities which improve the organization and operation of the department;

e. Ability to communicate effectively;

f. Effective report writing and analytical skills, if applicable;

g. Contributions to policy formulation at the departmental level;

h. Effective organizational, managerial, or administrative skills, if applicable;

i. Potential for continuing professional development.

2. Service

There must be evidence of competent service to the Library, University, or profession with clear indications for continued development in the area of service.

3. Scholarly or creative activities

There must be sufficient accomplishments in scholarly or creative activities to indicate the potential for continued contributions to librarianship or other academic disciplines.

B. Promotion to Librarian

1. Job performance

Evaluations must provide evidence of:

a. Consistent pattern of excellence of performance in the primary job;

b. Broad, comprehensive knowledge of the field of librarianship as well as expertise in one or more specialized areas;

c. Ability to work effectively with colleagues and library users;

d. Significant contributions to activities which improve the operation of the department and the library;

e. Effective communications skills;

f. Effective report writing and analytical skills;

g. Contributions to policy formation at departmental and library-wide levels;

h. Effective organizational, managerial, and administrative skills with impact beyond the departmental level;

i. Substantial professional development.

2. Service

There must be a continuous pattern of significant professional involvement at the state, regional, or national level.

3. Scholarly or creative activities

Scholarly or creative activities must have resulted in significant contributions to the candidate's field of librarianship.

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UNIVERSITY OF NEBRASKA-LINCOLN
University Libraries

STANDARDS FOR TENURE

July 21, 1989

A tenure appointment is the most significant reward that the University can bestow on a faculty member. For this reason, rigorous tenure standards will be upheld by the University Libraries, and library faculty will be recommended for continuous or "tenured" appointments only on the basis of demonstrated and documented achievement during their probationary period and a determination of whether the performance is likely to meet expectations for the indefinite future. High standards of integrity, academic responsibility, professional development, and creative achievement relating to the candidate's position are essential to receive tenure.

The basic quality that must be evident for a tenure appointment is the ability to perform at a high professional level in such areas as reference service, collection development, bibliographic organization and control, and/or library management and administration so as to contribute to the educational, extension, and research functions of the University of Nebraska. The criteria for any individual candidate are to be applied in relation to his/her specific responsibilities in his/her position descriptions.

The annual performance evaluations, although they may be favorable, cannot be considered a binding prediction that the candidate will be recommended for tenure. The candidate will be evaluated as a specialist, as a supervisor/administrator, or as both, based on his/her position descriptions. In recommending a candidate for tenure, all applicable criteria listed below will be considered.

1. Understanding of the various policies, procedures and services of the University Libraries, and a demonstrated ability to serve the libraries' clientele through interpreting these policies and procedures, and assisting them in the use of available materials.

2. Demonstrated effectiveness in applying bibliographic techniques to the development, acquisition, organization, and interpretation of the collections.

3. Demonstrated specialization. Excellence in an area of library service requiring knowledge of special library techniques or expertise in a specific subject discipline, such as preforming highly valuable service as a bibliographer, as a cataloger of library materials, as a reference librarian, or as an archivist.

4. Demonstrated supervisory and administrative expertise. Demonstrated effectiveness in the administration and supervision of a division or sub-unit of the University Libraries. Demonstrated ability to train, coordinate, and supervise personnel in the performance of specific functions essential to the operations of the University Libraries.

5. Professional development. The candidate must show achievement in three or more of the following areas:

   5.1 Participation in international, national, regional, state, and/or local professional associations through activities, such as holding office, service on committees, or presentation of papers.

   5.2 Professional recognition as evidenced by awards, consultantships, grants, fellowships, etc.

   5.3 Service to the University of Nebraska as evidenced by membership on library or university committees, or other contributions.

   5.4 Tangible evidence of research that will likely result in a publication, paper, poster session, etc. in library and information science or in an area related to a faculty member's job assignment.

   5.5 Publication in library and information science or in an area related to a faculty member's job assignment.

   5.6 Continuing education that results in new or enhanced services to patrons, improved access to materials, and/or improved management of the University Libraries.

   5.7 Teaching activity beyond the job assignment, such as presenting workshops, teaching undergraduate or graduate classes, or presenting lectures that enhance the Libraries' mission.

UNIVERSITY OF NEBRASKA-LINCOLN
UNIVERSITY LIBRARIES

STANDARDS FOR PROMOTION IN RANK FOR ACADEMIC APPOINTEES

July 21, 1989

1. PREFACE

Academic appointees are promoted to the ranks of Associate Professor and Professor on the basis of their academic proficiency and professional effectiveness. Promotion in rank is a visible way to recognize exemplary performance of a faculty member and provides an opportunity to assess a faculty member's growth and performance since the individual's initial appointment or since the last promotion. Promotion in rank requires a record of successful fulfillment of criteria at the lower rank (Section 3.1), a high professional level of performance (Section 3.2), and evidence of professional development (Section 3.3).

In considering individual candidacies, reasonable flexibility is to be exercised in weighing the comparative relevance of these criteria. An individual's basic responsibility is toward his/her job performance (Section 3.2); professional development (Section 3.3) cannot be substituted for that responsibility.

2. DEFINITION OF RANKS

2.1 Assistant Professors. Faculty at this rank range from appointees with little or no professional experience to faculty with several years of experience in the University Libraries or other libraries.

2.2 Associate Professors. Associate Professors have demonstrated achievement that fulfills the criteria of Performance (Section 3.2), and exhibited significant activity and accomplishment in at least three categories of Professional Development (Section 3.3). Faculty at this rank have fully demonstrated professional competence, including an advanced level of professional knowledge in such areas as reference service, collection development, or bibliographic organization and control. They must give evidence of ability to work independently, subject only to general review; to make sound decisions; to cooperate with colleagues; and to assume increasing responsibility. They have demonstrated an active interest in improving their professional and/or subject knowledge and show ability to perceive and solve problems. Managerial duties are not required for promotion to Associate Professor.

However, those currently holding managerial positions must also show administrative and planning ability; leadership; skill in working with subordinates and colleagues; and ability to develop, evaluate, and implement proposals for improving the Libraries' services and procedures.

2.3 Professors. The rank of Professor is the highest academic rank in the University and recognizes sustained creativity in a faculty member's work. Professors have fulfilled the criteria for Associate Professors (Section 2.2) and have achievements that are sufficient to merit recognition and respect of colleagues in their field. Promotion to the rank of Professor reflects a record of distinguished contribution to the library profession and/or the academic community. Also, a successful candidate for Professor will show evidence of sustained excellence over an extended period of time.

3. STANDARDS

3.1 Years in Rank.

Promotion is based primarily on achievement rather than years in rank. Evidence of high professional achievement and/or previous comparable professional experience may constitute an adequate case for promotion in fewer than the number of years in rank stated below. At the same time, it is also not intended that everyone who completes the number of years in rank will necessarily be promoted. (In all but unusual circumstances, promotion of tenure-eligible faculty to the rank of Associate Professor takes place at the same time as or before the tenure decision.) The statement below concerning a period of years in rank is to suggest when a member of the library faculty can usually expect to be considered for promotion, given effective performance as indicated in Sections 2, 3.2, and 3.3.

In the criteria below, length of service in the University Libraries is counted from the date of appointment in rank until the date on which the promotion becomes effective (normally 1 July of the next fiscal year). A period of less than six months is not counted; a period of six months to one year counts as a full year.

3.1.1 Promotion to Associate Professor

Five (5) years in rank as Assistant Professor in the University Libraries

3.1.2 Promotion to Professor

Seven (7) years in rank as Associate Professor in the University Libraries.

3.2 Performance

The primary quality that must be evident for promotion in academic rank is performance at a high professional level in such areas as reference service, collection development, bibliographic organization and control, or library management. The criteria for an individual candidate are to be applied in relation to his/her position description. In recommending a candidate for promotion the criteria listed below are considered. The candidate is evaluated as a specialist (3.3.3), as a manager (3.2.4), or as both. However, specialist and managers shall be given equal consideration.

3.2.1 Understanding of the various policies, procedures and services of the University Libraries, and a demonstrated ability to serve the Libraries' clientele through interpreting these policies and procedures and assisting them in the use of available materials.

3.2.2 Demonstrated effectiveness in applying bibliographic techniques to the development, acquisition, organization, and interpretation of the collections.

3.2.3 Demonstrated specialization. Outstanding performance in an area of library service requiring knowledge of special library techniques or expertise in a specific subject discipline, such as, performing highly valuable service as a bibliographer, as a cataloger of library materials, as a reference librarian, or as an archivist.

3.2.4 Demonstrated managerial expertise. Demonstrated effectiveness in the management of a unit of the University Libraries. Demonstrated ability to train, coordinate, and supervise personnel in the performance of specific functions essential to the operations of the University Libraries.

Fulfillment of the relevant criteria is required for promotion to Associate Professor. Promotion to Professor assumes continued fulfillment as well as growth deriving from experience and sustained professional-development activity.

3.3 Professional development and contributions.

The faculty member is also evaluated on the basis of professional development activity and contributions that fulfil the University's mission of teaching, research, and service.

3.3.1 Promotion to Associate Professor

Candidates for Associate Professor must demonstrate significant activity and/or achievement in at least three of the following areas:

a) Participation in international, national, regional, state, and/or local professional associations through activities such as holding office, service on committees, or presentation of papers.

b) Professional recognition as evidence by awards, consultantships, grants, fellowships, etc.

c) Service to the University of Nebraska as evidenced by membership on library or university committees, or other contributions.

d) Tangible evidence of research that will likely result in a publication, paper, poster session, etc. in library and information science or in an area related to the faculty member's job assignment.

e) Publication in library and information science or in an area related to the faculty member's job assignment.

f) Continuing education that results in new or enhanced services to patrons, improved access to materials, and/or improved management of the university libraries.

g) Teaching activity beyond the job assignment, such as presenting workshops, teaching undergraduate or graduate classes, or presenting lectures that enhance the Libraries' mission.

3.3.2 Promotion to Professor

To attain the rank of Professor, most phases of a candidate's work must be judged excellent, as evidence by sustained activity. Such activity is of the sort that would merit national recognition in appropriate areas. This does not mean that the activity must be of national character or scope. The activity may well be regional or local, but the quality of the work should be sufficient to merit significant recognition. This quality will be demonstrated by cumulative achievement from among the following:

a) Participation in international, national, regional, state, and/or local professional associations through activities such as holding

office, service on committees, or presentation of papers.

b) Professional recognition as evidenced by awards, consultantships, grants, fellowships, etc.

c) Service to the University of Nebraska as evidenced by membership on library or university committees, or other contributions.

d) Tangible evidence of research that will likely result in a publication, paper, poster session, etc. in library and information science or in an area related to the faculty member's job assignment.

e) Publication in library and information science or in an area related to the faculty member's job assignment.

f) Teaching activity beyond the job assignment, such as presenting workshops, teaching undergraduate or graduate classes, or presenting lectures that enhance the Libraries' mission.

The successful candidate will have established him/herself as a leader in the profession. Such leadership can be managerial, communicative, or intellectual in nature, and can manifest itself in any aspect of the profession. Measuring up to this standard will depend on the overall quality of the candidate's contributions.

2) Grievance Committee

The Committee shall consist of five elected members, three tenured and two non-tenured. The two tenured members and the non-tenured member receiving the greatest number of votes shall constitute the regular Committee, with the other two electees serving as alternates. Each shall serve a three year term, with one retiring each year. The annual vacancy, tenured or non-tenured, shall be filled at the annual election meeting.

Only three members may hear any grievance. No member of the Committee may sit with it while a grievance in which the member is involved is under deliberation. In such cases, the appropriate alternate shall serve.

3) Budget Committee

The Committee shall consist of three elected members, one of whom shall be elected annually for a three year term beginning with the following academic year.

The Committee shall review with the Dean of Libraries on an annual basis: current data on salaries and compensation, salary policy issues, and expense requirements.

The Dean shall be encouraged to make available to the faculty "on an annual basis current data on salaries and compensation, including at least the median, the actual minimum, and the actual maximum, by rank."
(Passed in Senate meeting, April 1974.)

IV. APPOINTMENT, REAPPOINTMENT, PROMOTION, AND TENURE

The Division of Libraries functions without a departmental organization (cf. New York University Faculty Handbook, p. 33 Section X, paragraph 5, as modified by specific provisions.)

The term "department," as used in these Bylaws refers only to an operational unit of the Division of Libraries.

1) Appointment, Reappointment, and Promotion Panel

The Division of Libraries shall have a panel on appointment, reappointment, and promotion. From this panel, which shall be elected annually by the Faculty of the Division of Libraries, the Dean of Libraries shall select Committees to advise on specific recommendations.

The panel shall include three representatives of each of the four library ranks, who shall be elected from among the faculty of Bobst Library, the Graduate School of Business Administration Library, and the Institute of Fine Arts Library.

Composition of the Committee must meet the rank criteria, i.e. members of promotion committees outrank the promotee, and members of reappointment committees are to be of rank at least equal to that of the candidate under consideration.

In the case of a recommendation which affects a unit that is not sufficiently represented on the panel, the Dean may, in consultation with the selected Committee, appoint additional faculty from among the faculty of Bobst Library, the Graduate School of Business Administration Library, and the Institute of Fine Arts Library to the Committee. The number of these additional members shall not be greater than half the number of Committee members selected from the elected panel.

The Dean of Libraries shall, in addition to receiving a recommendation from the Committee, also consult with the appropriate department director and other advisors or advisory bodies to meet the demands of specific situations.

2) Tenure Committee

The Committee shall be composed of all tenured members of the faculty of the Division of Libraries. The Committee shall be available, as a whole or as a panel selected for specific recommendations, to advise the Dean on all individual tenure recommendations and on all individual promotion recommendations which involve a tenure decision.

All Committee action under the following two sections is to be in accordance with the latest Criteria and Procedures adopted by the faculty.

3) Criteria

The criteria and policies on appointment, reappointment, and promotion are governed generally by the University Bylaws, and are contained in the Faculty Handbook New York University. The criteria set forth below govern minimum qualifications for the various ranks in the Division of Libraries.

The librarian's academic preparation for a probationary appointment to the Library Faculty is established on the basis of a master's degree in library science from an institution accredited by the American Library Association. The basic quality which must be evident for promotion in academic rank is the ability to perform at a high professional level in areas which contribute to the educational and research mission of the institution, such as reference service, collection development, and bibliographic organization and control.

Evidence of this level of performance may be adduced from the judgments of colleagues on the Library Faculty, from members of the academic community outside the library, and/or from professional colleagues outside the University.

Additional evidence for promotion in rank may include:

-Contributions to the educational function of the University: for example, teaching, not necessarily in a classroom situation; organization of workshops, institutes, or similar meetings; public appearances in the interest of librarianship or information transfer. Evaluation of such activities may be on the basis of the judgment of those who are instructed and by the considered opinion of colleagues.

-Contributions to the advancement of the profession: for example, active participation in professional and learned societies as a member, as an officer, as a committee member, or as a committee chairperson.

-Activities related to inquiry and research: for example, publications, such as in professional and scholarly journals; presentation of papers; reviews of books and other literature; consulting; service as a member of a team of experts, task force, review committee, or similar body. Such activities should be judged by professional colleagues on and/or off the campus on the basis of their contribution to scholarship, the profession of librarianship, and library service.

-Pursuit of advanced academic degrees or the equivalent.

Promotion to the ranks of assistant curator, associate curator, and curator requires a record of successful fulfillment of criteria at the lower rank.

(a) Library Associate (Instructor)

(i) Appointment

A faculty appointment as Library Associate is normally granted to one possessing a master's degree in library science from an institution accredited by the American Library Association. Appointments at this rank shall require expectation of successful overall performance and the potential for a promising career in librarianship. Full time service in the rank of Library Associate will not be counted toward the attainment of tenure and will be limited to three years at New York University.

(ii) Reappointment

A Library Associate is normally recommended for reappointment after demonstrating above-average performance according to accepted criteria, maintaining active membership in appropriate professional or scholarly associations, and demonstrating effective participation in the affairs of the library and/or the University community through committee work, group activity, and the like.

(iii) Notification

Prior to the start of the 3rd year (second reappointment) in this rank, each full-time Library Associate shall be notified by the Dean of Libraries that this second reappointment will be a terminal appointment at NYU in the event that said Library Associate will not have met the criteria for appointment as Assistant Curator.

(b) Assistant Curator (Assistant Professor)

(i) Appointment

A library faculty appointment as Assistant Curator is granted to one possessing a master's degree in library science from an institution accredited by the American Library Association, previous professional experience, and evidence of significant professional contributions. An appointee must also possess the same qualifications as a person promoted to the rank.

(ii) Promotion

The promotee must meet the criteria for appointment to this rank and be judged superior according to accepted criteria. In sum, the appointee or promotee shall have demonstrated maturity and attainment in the profession of librarianship.

(iii) Reappointment

An Assistant Curator is normally recommended for reappointment when maintaining or increasing the levels of performance and activities set forth in the requirements for appointment and promotion to this rank.

(iv) Notification

During the probationary period, i.e. 7 years, each full-time Assistant Curator shall be notified annually by the Dean of Libraries of the faculty member's prospect of being recommended on the evidence then available for an appointment resulting in tenure. Where it is unlikely that tenure will be achieved, such notification shall be in writing. Where paragraph 72 (e) of the University Bylaws covers library faculty in the rank of Assistant Curator, each member shall be notified annually by the Dean of his/her status under this provision (cf New York University Faculty Handbook, Section 11, paragraphs 1 & 2).

(c) Associate Curator (Associate Professor)

(i) Appointment

A library faculty appointment as Associate Curator is granted to one possessing a master's degree in library science from an institution accredited by the American Library Association and a second graduate degree, or the equivalent,* and demonstrating a high level of attainment in bibliographical activities, in research, or in other professional endeavors, as well as a potential for substantial professional contributions to the Library and the University. An appointee must also possess the same qualifications as a person promoted to the rank.

* In the exceptional cases where a faculty member pursues the equivalent of a second graduate degree, the coursework taken must be equal in credits and rigor to masters degree programs offered by the New York University Graduate School of Arts and Sciences. Permission to substitute an alternative academic program must be granted at least 3 years prior to the decision for promotion to Associate Curator by an Advisory Committee to the Dean chosen from the Appointment, Reappointment, and Promotion Panel.

(ii) Promotion

The promotee must meet the criteria for appointment to this rank, be judged superior according to accepted criteria, be actively involved in one or more activities such as committee work in the Library or University, and in professional or scholarly associations, or in important planning and committee work for the larger community, and/or have a record of research and/or publication projects.

In sum, appointees or promotees to this rank should offer the potential of unusual contribution to be made to the University through the excellence of their character, librarianship, productive scholarship, and other educational service.

(iii) Reappointment

As appointment or promotion to this rank does not necessarily presume later promotion, so, too, reappointment as Associate Curator does not imply any subsequent appointment at higher rank. An Associate Curator is normally recommended for reappointment when there is positive evidence of maintaining or increasing the levels of performance and activities set forth in the requirements for appointment and promotion to this rank.

(iv) Notification

During the probationary period (cf New York University Faculty Handbook, [p. 29,] Section V, "Academic Tenure", paragraph [5] 4) each full-time Associate Curator shall be notified annually by the Dean of Libraries of the faculty member's prospect of being recommended on the evidence then available for an appointment resulting in tenure. Where it is unlikely that tenure will be achieved, such notification shall be in writing. If the appointment or reappointment to the rank of Associate Curator carries with it the right of continuous or permanent tenure, refer to Division of Libraries Bylaws cf. IV, 4) (c) Tenure Decisions.

(d) Curator (Professor)

(i) Appointment

A library faculty appointment to Curator is granted to one possessing a master's degree in

3. The Dean shall transmit to the Chancellor, by the date scheduled for submission, approval or disapproval of the recommendation for promotion along with all relevant documentation required by IV, 4), (b), (iii).

4. The Dean shall inform in writing the faculty member, the advisory body, and the department director of the decision.

(v) Resubmission

If a candidate's promotion is not viewed favorably at any level, the candidate shall not reapply for promotion without additional relevant documentation supportive of continued conformity to the criteria for promotion to the particular rank under consideration in the Division of Libraries.

(c) Tenure Decisions

(i) Criteria

The criteria for tenure in addition to the basic criteria for promotion, appointment, or reappointment to the rank of Associate Curator as outlined above in section 3), (c), (i) include:

1. Effectiveness of performance as a librarian evidenced by the continuing ability to perform at the highest professional level in areas which contribute to the educational and research mission of the University, and

2. One or more of the following criteria:

a. Scholarly ability as evidenced by publication or the execution of significant research in librarianship.

b. Effectiveness of service to the University as evidenced by successful service on committees, participation in institutional governance, or advisement of students and student groups;

c. Continuing growth as evidenced by active participation in appropriate professional and scholarly organizations and/or by the ability to handle increased responsibility successfully.

The Pennsylvania State University Libraries

PROMOTION AND TENURE CRITERIA

Preamble:

In keeping with the policy of the University, the promotion and tenure policies of the University Libraries are designed to contribute to the academic and scholarly excellence of the University by the maintenance of high standards of librarianship. The University's general criteria "must be applied to promotion and tenure decisions in light of a detailed knowledge of the specific goals of an academic program or organizational unit... The University's complex organization and multiple missions make these academic judgments vital, since no one set of criteria can apply equally to all faculty members in all programs. Likewise, such diversity within the University entails promotion and tenure arrangements specifically tailored to the mission and organizational structure of its various academic units." (PS-23, p. 2)

The role of the University Libraries is to acquire materials in support of the University's programs, to organize them physically and bibliographically, to facilitate access to them through appropriate technologies, and to provide assistance to faculty, students and others in using these materials and services for the retrieval of information. The successful performance of this role requires that librarians be involved in, aware of and responsive to the information needs of academic programs, while at the same time, working within the standards, policies and rules developed by the general library community. This dual involvement is peculiar to the Libraries and must be recognized in the development and application of criteria for promotion and tenure.

Librarianship requires that the practicing librarian be conversant with the goals, standards and conventions of the library profession, be able to interpret those within the specific institutional context and to develop collections and services appropriate to that context. The basis of good librarianship is an understanding of the structure needed for the organization of information. This structure encompasses bibliographic organization, the physical organization of collections and organization for the retrieval of information via the appropriate use and assignment of personnel and technologies. These are the requirements that are addressed in the unit criterion "Librarianship Ability and Effectiveness."

The functions of librarians differ from those of the collegiate faculties; therefore, librarians must be subject to standards governing promotion and tenure that reflect their identity. Promotion and tenure imply selectivity and choice; they are awarded for academic and professional merit and are based on excellence and future promise. The merits of particular candidates will be judged in reference to all other University Libraries candidates, including prospective library faculty members. Promotion and tenure standards, therefore,

cannot be fixed and absolute, but will reflect to some degree the varying needs of the University Libraries. Diversity of responsibilities within the University Libraries entails promotion and tenure arrangements which recognize the specific missions and goals of its divisions.

While all criteria will be applied to all candidates for promotion and tenure in librarian ranks, they will be applied in progressively more exacting degrees depending upon the rank for which the candidate is being considered. Although tenure is not tied to the achievement of a particular rank, effectiveness of performance and future promise will weigh heavily in the tenure decision. Decisions for early tenure or tenure upon appointment are based on the same criteria and committee review as all tenure evaluations.

The criteria used for promotion and tenure decisions in the University Libraries are as follows (in the order prescribed by the University's "Administrative Guidelines" for placement in the dossier):

I. Librarianship Ability and Effectiveness
II. Teaching Ability and Effectiveness
III. Research or Creative Accomplishment
IV. Scholarship and Mastery of Subject Matter
V. Service to the University and the Public

All Libraries faculty are evaluated on criteria I, III, IV, and V. Only those with resident instruction or continuing education or advising assignments are evaluated on criterion II.

In keeping with the instruction to develop and apply the criteria in accordance with the mission and goals of the unit, criterion I, Librarianship ability and effectiveness, will be the most important in the evaluation process.

Promotion and tenure are separate decisions based on evidence presented in the candidate's dossier. The promotion decision is based on the achievements of the candidate, while the tenure decision is an estimation of the candidate's future promise of continued professional and scholarly growth considering the candidate's record to date.

All appropriate criteria are applied to all candidates for promotion or tenure in librarian ranks. They are applied in progressively more exacting degrees depending on the rank to which one is being considered for promotion or the rank which one holds at the time of a tenure review. Tenure is not tied to the achievement of a particular rank.

As a general rule, candidates for promotion will be judged against the criteria in the following manner:

For promotion to Senior Assistant Librarian:
Excellence in librarianship and appropriate achievement in scholarship, research, service, and teaching (if the latter is part of the candidate's assignment);

For promotion to Associate Librarian:
Excellence in librarianship and scholarship and appropriate achievement in research, service, and teaching (if the latter is part of the candidate's assignment);

For promotion to Librarian:
Excellence in librarianship, scholarship, and research and appropriate achievement in service and teaching (if the latter is part of the candidate's assignment).

As noted above, tenure decisions are based on an evaluation of future promise in all the appropriate criteria. Depending on the candidate's current rank, the standards will be applied in more exacting degrees.

Criteria:

I. **Librarianship Ability and Effectiveness:**

The ability to perform at a high professional and academic level in areas which enable the librarian to contribute to the educational, research and service mission of the University. These areas may include, but are not limited to, the following:

a. The identification, selection and acquisition of books, serials, and other library materials necessary to support the teaching, research, and service activities of the University.

b. The analysis, development, maintenance and quality control of methods of organization and control of bibliographic information.

c. The interpretation and instruction in the use of library and information resources, bibliographic tools, databases and other organized guides to knowledge through reference services and instructional programs, such as course-related and course-integrated instruction.

d. The maintenance and monitoring of the quality of library service.

e. Communication and cooperation with faculty, staff, students and others in the pursuit of better library service.

f. The analysis of library needs and organization of library materials and services to meet the present and future needs of the University community.

Evaluative methods: Peer review; statements from administrators and colleagues; performance evaluation by appropriate administrators summarizing several year's performance; other relevant evaluation as appropriate.

II. Scholarly Performance and Mastery of Subject Matter:

Evidence of a thorough understanding of and commitment to the field of librarianship as a whole, and where appropriate, the assigned area of academic specialization; evidence of continued intellectual growth in these areas; evidence of an increasing reputation in these areas.

a. Organization of or participation in professional meetings, seminars, institutes or similar meetings.

b. Advanced studies such as:

1. obtaining an advanced degree beyond the highest degree previously held;
2. obtaining a degree in an academic discipline other than librarianship;
3. completion of accredited advanced courses in the field of librarianship, the field of academic specialization, or a related field; or,
4. completion of professional short courses or the like.

c. Evidence of significant professional development or self-education toward a specific goal.

d. Intellectual or creative contribution to the field of librarianship through participation in professional organizations or learned societies, such as service on a committee which works to develop standards within an area of the profession.

e. Special recognition inside or outside the University for excellence in librarianship, or where appropriate, the assigned area of academic specialization.

f. Publication of information material in the field, book reviews, abstracts or indexes, or significant bibliographies.

Evaluative methods: Peer review; statements from administrators and colleagues; transcripts or other evidence of study; records of honors and awards; other relevant information as required.

III. Teaching Ability and Effectiveness:

Effective ability to convey subject matter to students; demonstrated competence in teaching and capacity for growth and improvement; ability to maintain academic standards, and to stimulate the interests of students in the information process and research methodology; evidence of contribution to student growth through counseling, advising and service to students.

Teaching ability in Resident Instruction and/or Continuing Education through credit courses and special programs: Ability to present the material in a clear and knowledgeable manner; ability to construct sound instruments of evaluation; ability to guide the students in the development of skills in research methodology and search strategy necessary for the successful pursuit of life-long learning; ability to aid in the planning and development of the Libraries' formal instruction program.

Evaluative methods: Peer review of credit courses; students evaluations; statements from appropriate library administrators.

IV. Research or Creative Accomplishment:

Ability to carry out research of high quality and scholarly significance, including contributions to the arts; ability to train students in research methods and practice.

a. Ability to plan, direct and carry out research of scholarly and/or professional significance.

b. Ability which may be demonstrated through publication in scholarly and professional journals, to develop or improve methods of dissemination of knowledge.

c. Ability to make significant contributions to the arts.

Evaluative methods: Acceptance for publication of books, parts of books, or articles in refereed journals; professional and peer review of creative work, papers, oral presentations to scholarly and professional meetings, and contributions to non-refereed journals; peer review of research in progress.

V. Service to the University, the Public, and the Profession:

Evidence of participation in University, Libraries, collegial, divisional and departmental affairs; consulting or service as a member of a team of experts, task force, review committee or similar body; competence in extending the Libraries' specialized knowledge to the public; committee memberships or offices held in professional or learned societies.

Evaluative methods: Peer review; statement from administrators and colleagues; records of activities, honors or awards for service to the University and the public.

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rev. 7/11/79
5/14/82
06/17/91
Retyped: 06/18/90

CRITERIA FOR LIBRARY FACULTY PERSONNEL ACTIONS

(These criteria were approved by President Sample on May 30, 1990 for a period of five years. They are subject to review and possible revision no later than 1995.)

PURPOSE OF THIS DOCUMENT

The Faculty of the University Libraries has long recognized the need for its own criteria document. Its "Criteria for Library Faculty Personnel Actions As Approved by the President" had been in place since December, 1982. This document updates the 1982 "Criteria," taking into account the results of a survey completed in November, 1988, of personnel action criteria in effect at fourteen leading public research universities. These universities are listed in the Appendix.

This document is intended for the information of the Faculty of the University Libraries and all higher faculty review bodies. It is framed within and subordinate to the general guidelines set forth in the Policies of the Board of Trustees of State University of New York and the more specific guidelines set forth in the University at Buffalo's Policies, Procedures, and Criteria for Faculty Personnel Actions (approved by the President, June, 1988), hereinafter referred to as the PPC.

In terms parallel to those used for professorial faculty, the PPC establishes the following five criteria for assessing the performance of library faculty: competence in librarianship, contributions to the libraries and their services, scholarly accomplishment, effectiveness of University service, and potential for continuing professional growth. In this document, "continuing professional growth" is included under the heading "Professional Contributions," and the order of the criteria are rearranged to reflect more accurately the weight attached to them in evaluating members of the University Libraries faculty, at various stages of their careers, for appointment, promotion, and tenure. This document is arranged as follows:

Section One. Competence in Librarianship
Section Two. Contributions to the Libraries and Their Services
Section Three. Professional Contributions
Section Four. Scholarly Accomplishment
Section Five. Effectiveness of University and Community Service

While steady progress in all five criteria is expected as a librarian's career develops, when a candidate is being considered for promotion and/or continuing appointment, a candidate's achievement in the criteria described in Sections Two, Three, and Four will receive the

most scrutiny. Among these criteria, greater weight will be given to Contributions to the Libraries and Their Services; slightly lesser weight will be given to the two criteria of Professional Contributions and Scholarly Accomplishment, which two criteria are viewed as of equal importance.

Section One. COMPETENCE IN LIBRARIANSHIP

The basic credential for appointment as a librarian usually is a Master's Degree in Library or Information Science from an American Library Association accredited program. That degree is the appropriate professional, terminal degree for most librarians. Certain specialized positions in the University Libraries appropriately may require professional or educational qualifications in lieu of the Master's Degree in Library or Information Science. Such positions may, for example, include work with archival materials or rare book and manuscript collections or may involve a concentration on material preservation techniques.

In addition to the basic library or information science degree, or the specialized qualifications described in the preceding paragraph, appropriate supplementary evidence of competence in librarianship might include additional earned degrees, certificates of advanced and/or specialized training, and language or subject expertise appropriate for a particular position description. For example, librarians working with foreign area studies materials need the appropriate language proficiency.

Section Two. CONTRIBUTIONS TO THE LIBRARIES AND THEIR SERVICES

Excellence in the performance of a librarian's primary job responsibilities is the most crucial factor to be considered in reappointment, promotion, and tenure decisions. As a consequence, a librarian's effectiveness in serving the Libraries' mission and goals is given greater weight than any other criterion. A 1988 survey compiled by the Library Faculty of peer public research institutions' libraries documents the pre-eminent role of job performance in those libraries for personnel actions.

Contributions to the Libraries and their services are subject to rigorous critical analysis primarily by library colleagues and, where applicable, by University at Buffalo professorial faculty and students. The most visible examples of contributions to the Libraries are creating library collections that are relevant to academic programs and providing effective instruction, reference, and information delivery services. The quality of bibliographic control over the collections, and the imagination and skill with which complex problems are solved or

approaches utilized, are less publicly visible, and must be judged principally by library colleagues. When a librarian's work generates library guides, media productions, exhibits, or other practice-related matter, such materials are evaluated by colleagues and, whenever possible, by appropriate evaluators from outside the University. Concrete and specific evidence in support of excellence in a librarian's contributions to the Libraries and their services must appear in the candidate's dossier.

Section Three. PROFESSIONAL CONTRIBUTIONS

Professional contributions are weighed equally with scholarly accomplishment (as described in Section Four) and together these criteria rank next in importance after excellence in the performance of a librarian's primary job responsibilities. A librarian's professional contributions may be demonstrated by activities such as visible and effective participation in local, state, and national professional and academic associations; writing newsletter articles or columns; publication of book reviews; editing a newsletter; consultantships; fellowships/internships/exchange programs; lecturing or participation on panels at professional training programs and meetings; and obtaining grants (either to support activities of the University Libraries or to support the librarian's intellectual interests).

Subsumed within the above definition of professional contributions is the concept of continuing professional growth. Librarians must demonstrate promise of continuing growth through continuing professional contributions, continuing education, and demonstrated ability to handle successfully increased responsibility.

Section Four. SCHOLARLY ACCOMPLISHMENT

Scholarly accomplishment is weighed equally with professional contributions (as described in Section Three) and together these criteria rank next in importance after excellence in the performance of a librarian's primary job responsibilities. Scholarly accomplishment is evidenced by research or creative activity. The disinterested, critical review of a candidate's research or creative activity by independent, qualified persons is an indispensable component of the peer review process which lies at the heart of faculty evaluation.

In the traditional academic setting, scholarly ability is usually evidenced by refereed published research which serves to increase the body of knowledge in a given discipline. In the field of librarianship, those traditional modes of scholarship are most commonly exemplified by library school faculty who hold the doctoral degree and whose work situations parallel those of professorial faculty in other

disciplines. Although "practicing" librarians normally have limited opportunities to engage in pure research, they can and do make significant scholarly contributions to librarianship through a wide variety of publications in any medium. These contributions include, but are not limited to: books, chapters in books, articles, papers presented at conferences, audiovisual productions, computer software or databases, and research aids such as indexes, thesauri, catalogs, union lists, and significant bibliographies and book reviews. Editing of journals is also evidence of scholarly accomplishment. Administrative documents in the form of reports, handbooks, manuals, and similar items may be considered in this category if they present new ideas or incorporate research.

To be considered significant, bibliographies should be meaningfully organized and/or include features such as critical introductions and evaluative annotations, or they should contribute other special value (such as timeliness) to the information community. To be considered significant, a book review should be a review essay that not only critically evaluates the book but also places it in the context of the relevant literature. Shorter reviews that do not meet this standard are appropriately considered under Section Three (Professional Contributions).

It is important to recognize that different expressions of scholarly activity may be appropriate for librarians according to their professional specialties, academic backgrounds, and intellectual interests. In these circumstances, contributions outside of librarianship are explicitly recognized as appropriate endeavors. The resulting publications should be of regional or national significance or make significant contributions to the institutional mission of the University. Since quantitative limitations are imposed by the nature of a librarian's professional obligations, (i.e., a 12-month year consisting of structured work days spent largely on internal library responsibilities), evaluation should be primarily qualitative.

Section Five. EFFECTIVENESS OF UNIVERSITY AND COMMUNITY SERVICE

Service to the University and the community includes effective participation in faculty governance of the University Libraries and the University, committee work, involvement with campus groups, and also work with students or with community groups beyond customary library service. Evidence of such service is documented primarily in the librarian's curriculum vitae and by letters from officers or members of appropriate groups.

PROMOTION AND TENURE CRITERIA: GUIDELINES FOR LIBRARY FACULTY

I. INTRODUCTION

A. MISSION OF THE UNIVERSITY OF TENNESSEE

The University of Tennessee, Knoxville has a unique mission as Tennessee's state university and land-grant institution. UTK is the state's premier comprehensive institution, providing excellence in teaching, research and creative activity, and public service. The University's high standards are enforced through a rigorous system of program review and assessment. UTK provides a broad range of programs of high quality and with high creative energy. Its students have opportunities for personal and professional fulfillment in regional, national, and international leadership.

B. ROLE OF THE UTK LIBRARY IN FULFILLMENT OF THE MISSION OF THE UNIVERSITY

The UTK Library is the premier research library for Tennessee. The role of the UTK Library is to provide professionally managed collections and information services that meet the needs of the instructional, research, and public services activities of the University.

C. ROLE OF THE LIBRARY FACULTY

UTK librarians are equal partners with other academic faculty in the pursuit of the University goals for instruction, research, and service. The special mission of librarians in the complex, changing environment of higher education, is twofold: 1) selecting and maintaining the library's collections, and 2) providing access to information and the required supporting services.

Specifically, librarians apply professional knowledge in a variety of functions: selecting, acquiring, and organizing materials and services; teaching in both formal and informal settings; providing organization and management of the staff and resources that facilitate access to materials and services for our community of users.

Finally, UTK librarians have an obligation to remain professionally informed, to disseminate the results of their scholarly work, and to seek opportunities for service.

II. CRITERIA

The following criteria are modeled on Chapter III of the Faculty Handbook, dated August 20, 1986. Criteria for the several library faculty ranks are complex. They reflect the rigorous preparation necessary for academic librarianship, the varied expectations directed to the faculty of a major university library, and the diversity of missions performed by library units. Each library faculty position has its own distinctive requirements, but the Library has established the following minimal criteria. Deficiencies in some respects may be balanced by unusual excellence in others.

A. PROFESSORS are expected:

1. To hold at least the master's degree from an ALA accredited library school.

2. To have attained expertise and a professional reputation of excellence as a librarian.

3. To have achieved an established scholarly professional record.

4. To have participated significantly in the professional work of librarianship, in ways other than teaching and research.

5. To have shown beyond doubt that they can work well with colleagues and students.

6. Normally, to have served as an associate professor for at least five years.

B. ASSOCIATE PROFESSORS are expected:

1. To hold at least the master's degree from an ALA accredited library school.

2. To have demonstrated a growing expertise and professional reputation as a librarian.

3. To have a good scholarly professional record.

4. To have participated with promise in librarianship in ways other than teaching and research.

5. To have demonstrated clearly that they can work well with colleagues and students.

6. Normally, to have served as an assistant professor for at least four years.

II. CRITERIA (Continued)

C. ASSISTANT PROFESSORS are expected:

1. To hold at least the master's degree from an ALA accredited library school.

2. To show promise as librarians and scholars, and to have begun a definite program of research or creative professional work.

3. To show evidence that they can work well with colleagues and students.

4. Normally, to have served as an instructor for two years by August 15th of the year of application.

D. TENURE

Tenure is awarded (1) when the University acknowledges a reasonable presumption of a person's professional excellence and (2) when that excellence is believed likely to contribute substantially, over a considerable period of time, to the University's mission. For further discussion on tenure, refer to Chapter III of the Faculty Handbook.

III. ASSESSING PERFORMANCE, ORIGINAL WORK, AND SERVICE

The three areas in which library faculty are expected to devote their time relate to the mission of the University with the assumption that performance of a librarian's assignment involves the major amount of effort. Proportionally less is available for original work and service. Both the candidate for promotion and/or tenure and the candidate's supervisor are responsible for explaining the constraints and expectations of the candidate's position. It is the candidate's responsibility, however, to provide an assesment of the significance of his or her professional accomplishments.

A. PERFORMANCE

Library faculty are responsible for a variety of functions and an individual's responsibilities may change over time as the Library responds to both internal and external demands. Although there may be librarians whose positions appear similar within a particular category, there are many library faculty positions that are unique. Some librarians have primarily administrative responsibilities and others have either very little or none. Therefore, not all of the following statements will apply when judgments are made by candidates and evaluators during the process devoted to promotion and/or tenure deliberations.

The following guidelines provide examples of representative activities for the evaluation of performance.

Communicates and cooperates with faculty, students, and library staff in furthering the objectives and priorities of University, academic departments, and the Library.

Demonstrates understanding of the operations and services of the Library divisions and their inter-relationships, and one's position within the Library organization, by an ability to interpret, integrate and promote these operations and services.

Translates knowledge of the curriculum and University policies into effective Library services.

Demonstrates effective teaching methods in classroom settings or other group presentations.

Stimulates use of libraries and other information resources by integrating effective formal, instructional materials (e.g. videotapes, slides, etc.)

III. ASSESSING PERFORMANCE, ORIGINAL WORK, AND SERVICE

A. PERFORMANCE (guidelines continued)

Remains aware of professional librarianship interests by reading and attendance at conferences and courses.

Cooperates with other libraries and institutions to facilitate research and to develop regional and national library services.

Demonstrates familiarity with information retrieval techniques.

Assesses and evaluates skillfully the literature of disciplines in order to anticipate needs and build Library collections.

Analyzes the organization of library materials and services to ensure they meet the present and future needs of the University community.

Manages competently the Library resources under one's supervision.

Maintains and monitors the quality of Library services.

Shows an awareness of community and University issues and concerns as they affect the Library and University.

Effectively initiates, revises, and disseminates departmental routines by directing staff and determining work flow.

Encourages staff to reach their highest potential by participation in staff development and by creating an atmosphere of open communication and receptiveness to suggestions and criticism.

Evaluates staff performance in a positive, constructive manner.

Demonstrates flexibility in meeting and dealing with daily problems within the framework of established library policies and procedures.

Accepts the collegial responsibilities of the faculty.

Exhibits high personal standards for the quality of one's own performance.

Demonstrates maturity and objectivity appropriate to situations.

III. ASSESSING PERFORMANCE, ORIGINAL WORK, AND SERVICE

B. ORIGINAL WORK

It is expected that faculty will produce original work that furthers knowledge in their respective fields. Members of the library faculty should seek to advance the discipline and state of the art of librarianship by engaging in significant research, scholarship, and professional activities. Reflecting the individual's professional expertise, such activities may be in disciplines other than librarianship.

Meaningful research and professional growth may originate or be accomplished as part of a normal assignment and are represented by but not limited to the following:

The preparation of substantial internal and external reports involving research or the application of the librarian's professional abilities.

The publication of scholarly books, chapters in books, articles or reviews in professional and scholarly journals; the editorship or translation of a publication.

Preparation of grant proposals for submission to external funding sources.

The presentation of research papers at professional conferences, conventions, seminars, workshops, or meetings.

The compilation of significant bibliographies, guidebooks, indexes, special catalogs, manuals, etc., whether for internal or external use.

The design and production of instructional media on the use of the Library and its resources.

The development of subject indexes and classification schemes.

Preparation of scholarly exhibits.

Organization of professional meetings, seminars, institutes, workshops, etc.

Active participation as a committee member or officer in professional or learned societies.

Special recognition inside or outside the university for excellence in librarianship.

The development of new or innovative approaches to problem-solving in specific areas of librarianship which will further enhance professional techniques and services.

III. ASSESSING PERFORMANCE, ORIGINAL WORK, AND SERVICE

C. SERVICE

Service involves activities which are related to a faculty member's area of expertise. Although service is considered integral to much of the librarian's day-to-day professional work, to qualify for consideration in this category, such activities must be in addition to the duties assigned to the position held by the librarian.

Upon entering the profession, it is anticipated that librarians will concentrate their efforts in the area of performance and in beginning a program of original work. For untenured faculty, therefore, and for those seeking promotion to the associate rank, public service is of low priority. The UTK Faculty Handbook, however, calls for "...willingness to contribute to the common life of the University." As our faculty become more accomplished librarians, then, they are expected to recognize and take advantage of opportunities which enable them to contribute to the diverse and complex role of the University in society.

The examples listed below represent professional activities viewed as service. This list is intended to be suggestive only and not comprehensive.

Consulting work for other UTK departments or units as well as agencies, institutions, and firms not related to the University so long as it involves the librarian's area of professional expertise.

Contributions to cooperative programs or interdisciplinary activities on campus or elsewhere.

Active participation and leadership in committee work in the Library, elsewhere in the University, or in state, regional, or national organizations.

Activity generally construed as advancement of the profession other than scholarship and research.

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STATEMENT ON PROMOTION AND TENURE

STERLING C. EVANS LIBRARY
Texas A&M University

The Faculty of the Sterling C. Evans Library will be governed by this document in matters dealing with promotion in academic rank and in tenure review in accordance with the policies and procedures of Texas A&M University. University statements on promotion are found in the Texas A&M University Policy and Procedures Manual and the Texas A&M University Faculty and Staff Handbook. University statements on tenure are found in the Texas A&M University System Administrative Policy and Reporting Manual, Faculty and Staff Handbook, Objectives, Rules, and Regulations for the Texas A&M University System, and in the Texas A&M University Policy and Procedures Manual.

Promotion in academic rank and the granting of tenure are two of the most significant rewards which the University can bestow on a faculty member. Faculty members whose aspirations include promotion and tenure must fully accept the requirements of achieving these rewards and the responsibility for meeting and documenting the individual accomplishments.

A member of the Evans Library Faculty, by virtue of formal academic education or training, is knowledgeable and skilled in the manipulation of information, regardless of the format in which it exists. The Evans Library Faculty member is an expert in identifying the existence of information, acquiring it, organizing it for retrieval, accessing and building collections, and teaching others related skills. In addition, an Evans Library Faculty member may manage, plan, or direct operations involved in any of these functions. The candidate must perform at a high professional level in his or her areas of specialty and contribute to the educational, research and service functions of the University.

The general criteria for promotion and tenure are stated in the Texas A&M University Faculty and Staff Handbook. Given individual differences in skills and interests, and differing stages of career development, individual faculty members will reflect differing combinations of contributions to the three major dimensions of performance. These criteria are not intended to prescribe a single image of effective performance. Rather, the intent is to suggest examples of excellence and effectiveness that will serve as benchmarks for individual planning and goal setting, and evaluation of performance.

I. CRITERIA FOR PROMOTION AND TENURE

A. Categories of Performance

1. Professional Assignment

Performance of Professional Assignment for Evans Library Faculty includes the recurring and specialized assigned tasks of Evans Library Faculty relating to the instructional role of Texas A&M University. Therefore, professional effort, as performed by the Evans Library Faculty, includes one or more of the following duties:

a. Reference and research assistance to the faculty, staff, and students of the University.

b. Collection development activities.

c. The development and maintenance of bibliographic organization and control over the Library's collections.

d. Instruction in and promotion of the use of the Library and promotion of its resources.

e. Management and supervision.

The evidence for each Faculty member's performance of professional assignment is the annual performance evaluation. However, annual performance evaluations, though they may be favorable, cannot be considered a binding prediction that the candidate will be recommended for promotion or tenure. Favorable job performance is a prerequisite for consideration for promotion and tenure. In addition, such activities as workshops; teaching; in-house assignment-related committee efforts, publications, projects, videos, etc.; and course work or any continuing education to improve assignment performance are magnifying and invigorating elements of performance and may be considered.

Examples of criteria which may be used to evaluate faculty include:

Indicators of Excellence

Selection for a University, college, or professional society award;
Evidence of outstanding performance at a rigorous and challenging level;
Publication of widely adopted or acclaimed instructional or procedural materials;
Outstanding performance evaluations;
Development of innovative organizational methods and materials.

Indicators of Effectiveness

Development of services having profound effect on the instructional program of TAMU
Development of innovative services;
Member of graduate student advisory committees;
Evidence of high quality in class preparation, interaction, and other instructional accomplishments;
Significant self-development activities leading to enhanced performance;
Creation and dissemination of new knowledge and other creative activities.

2. Research/Publication (Creation & Dissemination of New Knowledge)

Publication is the creation of enduring information which is disseminated and available to the general public. Emphasis will be placed on contributions to the profession of librarianship. Publications in other disciplines will be considered on their individual value.

Normally, scholarly and/or commercial publications are the hallmarks of success in this area. Nevertheless, each publication must be judged on its own merit. There is, however, a hierarchy of value of journal publications. Most significant are those journals which are refereed; next are articles which are invited by the editor; and last are all other articles.

Examples of criteria which may be used to evaluate faculty include:

Indicators of Excellence

- Publication of scholarly book(s) of highest quality, including library reference works;
- Publication in leading refereed journals;
- Receiving major fellowship or research awards;
- Frequent citation of publications;
- Editor or member of editorial board of a major journal;
- Publication of peer-reviewed creative works;
- Member of review panel for national research organization;
- Presentation of invited papers at national and international meetings;
- Receiving significant external funding for research;
- Evidence of creative professional practice.

Indicators of Effectiveness

- Publications in refereed journals;
- Service as a reviewer for major refereed journals, or as an ad hoc reviewer for national research organizations;
- Publication of a chapter in a scholarly book;
- Editor of a monograph or special issue;
- Presentation of papers at state, regional and national meetings of appropriate disciplines;
- Publications in proceedings of conferences and professional meetings;
- Publications in non-refereed but widely recognized journals;
- Creator or developer of a computer program of value in education;
- Significant self-development activities, such as a Faculty Development Leave, that lead to increased research and publication effectiveness;
- Evaluative publications, such as book reviews, abstracts, and annotated bibliographies;
- Presentation of poster sessions at state, regional and national meetings.

Research encourages a contribution to the body of knowledge and is the basis for most publications. Quality of research can be measured by publication in leading journals, peer recognition via research or publication awards and funding for research. Funding is not a prerequisite to research since unfunded research offers significant contributions to the profession. Collaboration in research and

publication is desirable. However, individuals are encouraged to develop a balanced publication record which includes individual contributions to the body of knowledge.

3. Service

Service includes those activities which parallel the performance of professional assignment, research and publications in thrust, direction and effect. The achievements of this area provide faculty the opportunity for flexibility and originality and often result in increased depth and breadth of service and commitment.

Presentations given as a service; committee service (system, university, library); service to local, state, regional, and national organizations; visiting appointments; etc., may each be significant depending on its merits, in this area or as part of the aggregate.

Examples of criteria which may be used to evaluate faculty include:

Indicators of Excellence

Officer in a national professional organization;
Service on a major governmental commission, task force, or board;
Administrative leadership role at Texas A&M University;
Program chair or similar chair at a national meeting;
Officer in Faculty Senate;
Chair of a major standing or ad hoc Texas A&M University committee.

Indicators of Effectiveness

Committee chair of national professional associations;
Officer in regional or state professional associations;
Program or local arrangements committee chair for regional or state professional organization meeting;
Service as an active member of the Faculty Senate
Service on University, college, and departmental committees and task forces;
Service as a consultant to business and

governmental agencies;
Advisor to student organizations;
Administrative roles within the department;
Significant self-development activities that lead to enhanced service effectiveness;
Committee membership and participation in state, regional and national organizations.

B. Evaluation Considerations

The librarian's primary responsibility is to meet effectively the information needs of his or her clientele. Even though Evans Library Faculty have extensive assignment-related responsibilities, this does not change the requirements in relation to research, publication and service. A high level of output is a worthy goal, but quality should be valued above quantity in both publications and service.

Evaluations for promotion are based on the faculty member's sustained record of accomplishments either during the probationary period or the period since the last promotion was attained. In addition the Director will provide an annual evaluation of each untenured faculty member's progress toward promotion and tenure as a part of the annual performance evaluation.

When a faculty member is considered for promotion and tenure, the following University criteria as stated in the Faculty and Staff Handbook must be met by the individuals under consideration:

1. an exemplary level of competence as measured against the contributions of others in his or her field;

2. professional conduct conducive to a collegial work environment and standard of professional integrity that will advance the interest of Texas A&M University;

3. an area of specialization germane to the programs of Texas A&M University, one not currently represented on the tenured faculty, or one that provides desired reinforcement in an area of significance; and

4. evidence indicating a commitment to maintaining the level of competence in professional assignment and research expected of a tenured faculty member.

The Evans Library's criteria for appointment, promotion

in rank and tenure are:

Instructor. Instructors should be well qualified as librarians in their field of expertise and possess qualifications for research in librarianship on a specific field of expertise. An Instructor should show progress toward meeting the expectations for the rank of Assistant Professor and the award of tenure. Emphasis will be on establishing a productive pattern of research and publication and in developing competence in professional assignment. Service should include library, state or national involvement at the committee level.

Assistant Professor. Appointment at this rank shall require evidence of professional contributions similar to those required to be promoted to the rank. Competence in professional assignment must be at a level beyond that of an Instructor.

Assistant Professors with tenure should demonstrate meritorious performance in their professional assignment, consistent service contributions, and in developing a productive pattern of high quality research and publication or creative work.

Promotion to Assistant Professor requires emphasis on high quality in research and publication. These contributions must be combined with a record of excellence in performance of professional assignment and a consistent record of service. Assistant Professors relative to Instructors will be expected to exhibit an increased level of contributions.

Associate Professor. Associate Professors should exhibit meritorious performance in professional assignment, consistent service contributions to the University and the profession and a record of excellence in research and publication. Research and publication must show evidence of accomplishments as a sustained effort. Service must show signs of commitment to the institution and the profession. Relative to Assistant Professors, Associate Professors will be expected to exhibit increased contributions in the areas of evaluation.

CRITERIA FOR MERIT INCREASES, PROMOTION, AND GRANTING OF TENURE

(Approved by Library Faculty at 1/5/87 Faculty Meeting)

"Faculty status entails for librarians the same rights and responsibilities as for other members of the faculty. They should have corresponding entitlement to rank, promotion, tenure, compensation, leaves, and research funds, and the protection of academic due process." Joint Statement on Faculty Status of College and University Librarians, ACRL, 1972.

The granting of merit increases, promotion and tenure should be based on the judgments of Library faculty, members of the University faculty outside the Library, and, in the cases of tenure and promotion, professional colleagues outside WSU. Library faculty will be evaluated on performance according to criteria in the following three categories:

I. Professional Competence as a Librarian or Media Specialist;

II. Scholarly and Professional Achievements and Activities; and

III. Service to the Library, University, and the Public.

Library faculty must meet expectations in all three categories; achievement in one category cannot substitute for inadequacies in the other categories. During the first year of service, the emphasis of expectation should focus on Category I criteria. Demonstrated merit and evidence of developing excellence are essential for increases in salary, advances in rank, and the granting of tenure.

Application of the criteria in each of the three categories will vary depending on individual assignment(s). Many librarians must manage units as part of their primary responsibilities. Management effectiveness is critical to the provision of Library services; thus it is included in the Category I criteria. In addition, top Library administrators will be evaluated on their administrative effectiveness as part of the considerations for the granting of salary increases, promotion, and tenure.

The WSU Faculty Manual clearly states that: "Tenure is granted only for academic rank of professional status within programs, departments, or service units. Department chairs, deans, directors, and other administrative officers do not acquire tenure in administrative positions."

CATEGORY I. PROFESSIONAL COMPETENCE AS A LIBRARIAN OR MEDIA SPECIALIST

Each librarian and media specialist must demonstrate competence and evidence of developing excellence in his/her primary area(s) of responsibility. The following are specific criteria for each area of responsibility:

A. Direct Reference Services

Demonstrates competence and good judgment in assisting Library/IMS users to locate information.

1. Correctly discerns and interprets user requests and questions.
2. Demonstrates competence in using reference materials and other resources.
3. Demonstrates expertise in appropriate academic subject areas.
4. Maintains positive working relationships with personnel in academic departments or programs.
5. Demonstrates a willingness to assist users, persisting beyond conventional sources to provide desired information.
6. Demonstrates sensitivity to and understanding of users' needs.
7. Effectively communicates knowledge of library organization, policy and goals to users and academic departments.
8. Demonstrates understanding of acquisitions, bibliographic organization and control.
9. Maintains cooperative relations with library faculty and staff.

B. Collection Development

Demonstrates good judgment and competence in selecting and recommending purchase of library and media materials in support of the current needs and long-range goals of the Library/IMS.

1. Demonstrates comprehensive knowledge of the library or media collection, particularly in appropriate academic subject areas.
2. Demonstrates knowledge of the curriculum, research, and other library-related activities of the University departments represented within an individual's academic subject areas.
3. Demonstrates competence in selecting and weeding materials, both in appropriate subject areas and for the reference collection in an individual's library division.

4. Maintains positive working relationships with personnel in academic departments or programs in appropriate subject areas.
5. Maintains cooperative relations with library faculty and staff.

C. Instruction in Library Use

Demonstrates competence in instructing users on the effective use of library resources.

1. Uses knowledge of representative literature and current trends in the subject areas of an individual's library division during instructional sessions.
2. Instructs users on accessing specialty resource collections within the WSU Libraries and on relevant external collections.
3. Effectively communicates knowledge of applicable resources within appropriate academic subject areas during instructional sessions.
4. Develops effective instructional materials relevant to the needs of the individuals and groups served.
5. Demonstrates competence in the presentation of instructional sessions to the individuals and groups served by the Library.
6. Demonstrates knowledge of research strategies and the teaching of research skills.
7. Maintains cooperative relations with library faculty and staff.

D. Online Searching

Demonstrates competence in searching national online services and databases (e.g., DIALOG, BRS, MEDLARS). [These criteria do not apply to local, regional or national online library systems, such as COUGALOG, WLN or OCLC.]

1. Interprets user requests and questions correctly, including clarifying nebulous concepts and determining appropriate language for the search.
2. Demonstrates competence in determining and communicating to the user whether the request can best be filled by a librarian-mediated search, an end-user search, or by use of resources other than the computer. This includes communicating the likely costs in time and money of all approaches.
3. Demonstrates expertise in selecting the appropriate online system(s) to be used, and within those, the appropriate database(s) to be searched.

4. Demonstrates competence in executing the search by using the most efficient commands and features of the system(s)/database(s) searched.
5. Demonstrates competence in composing a search that retrieves the best available information for the user.
6. Demonstrates a willingness to assist the user in interpreting the search results.
7. Keeps up with changes in systems and databases.
8. Maintains cooperative relations with library faculty and staff.

E. Bibliographic Organization and Control

Demonstrates competence in establishing and maintaining bibliographic systems that facilitate the organization and control of library resources.

1. Demonstrates in-depth knowledge of past and present cataloging rules.
2. Competently applies currently accepted cataloging rules to produce high quality cataloging for all types of materials.
3. Demonstrates comprehensive knowledge of classification tables and subject heading schedules.
4. Demonstrates competence in the use of automated library systems and knowledge of current developments.
5. Demonstrates sensitivity to the needs of library users.
6. Maintains cooperative relations with library faculty and staff.

F. Acquisition of Library/Media Resources

Demonstrates competence in establishing and maintaining procedures for the effective and economical acquisition of library or media resources.

1. Demonstrates in-depth knowledge of the book or media trade and other sources of library/media materials.
2. Demonstrates competence in ordering, receiving and paying for library/media materials.
3. Demonstrates understanding of bibliographic citation techniques and descriptive cataloging.
4. Demonstrates competence in the use of automated systems and knowledge of current developments.
5. Demonstrates sensitivity to the needs of library users.
6. Successfully monitors budgetary expenditures and reports the results.
7. Maintains cooperative relations with library faculty and staff.

G. Automated Systems Activities

Demonstrates competence in the use, evaluation and/or development of automated systems which support the principal activities and services of the Libraries, including mainframe as well as microcomputer-based applications.

1. Demonstrates understanding of existing system capabilities as well as general knowledge of current developments in library automation.
2. Designs effective and efficient means of evaluating library systems and provides appropriate analyses of such evaluation.
3. Demonstrates effectiveness in undertaking needs analyses, preparing specifications and assisting in the design, testing, and implementation of enhancements to the Libraries' automated systems.
4. Effectively communicates knowledge of library automated systems activity to staff in the Libraries and to other appropriate departments and individuals within the University.
5. Maintains positive working relationships with Computing Services Center personnel as well as with staff in other library units.
6. Willingly assist, when appropriate, in the instruction of library staff in automated systems activities and procedures.
7. Maintains cooperative relations with library faculty and staff.

H. Non-print Media Management, Production and Distribution

Demonstrates understanding of the theoretical and practical support requirements of instructional faculty, comprehensive knowledge of existing resources, and the ability of adapt these resources in support of user needs.

1. Assesses needs of students and faculty within the educational technology field and develops a responsible media programs.
2. Demonstrates understanding of the representative methodology of the field and keeps abreast of new trends as reflected in current literature and research.
3. Advises and assists university faculty, administrators, and students in matters of instructional media design, presentation, and utilization.
4. Demonstrates competence in designing equipment systems or facilities supportive of effective education within given economic limitations.
5. Efficiently evaluates and selects instructional hardware and software for economical and effective utilization by users.

6. Maintains cooperative relations with library faculty and staff.

I. Management Effectiveness

Demonstrates good judgment and competence in directing and guiding library employees.

1. Establishes and achieves unit goals and objectives.
2. Maintains constructive working environment for unit employees.
3. Effectively plans and coordinates unit resources within budgetary constraints.
4. Competently monitors and directs the performance of unit employees.
5. Delegates authority when appropriate or necessary.
6. Communicates effectively with unit employees and personnel in other library units.
7. Assists in the selection of competent, well-qualified unit employees.
8. Impartially evaluates the performance of unit employees.
9. Maintains cooperative relations with library faculty and staff.

J. Administrative Effectiveness

These criteria are applicable only to the following positions: Director of Libraries; Associate Director for Administrative Services; Assistant Director for Technical Support; Head of Humanities/Social Sciences Public Services; Head of Owen Science and Engineering Library; Director of Instructional Media Services; Systems Librarian; and Head, Library User Education Program.

1. Represents users' interests and needs in setting library goals and objectives.
   a. Periodically assesses users' needs.
   b. Demonstrates competence in analyzing, planning and creating effective library services.

2. Provides effective leadership in the following areas:
   a. Formation and achievement of library goals and objectives
   b. Formation and execution of library policies and procedures
   c. Coordination and management of unit resources
   d. Development of innovative procedures, operations and/or services
   e. Representation of the Library to the university administration and the public.

3. Demonstrates good judgment in the preparation of budget requests and justifications for unit resources.
   a. Solicits extramural funding for special library projects.
   b. Successfully monitors budgetary expenditures and reports the results.

4. Demonstrates competence in personnel administration.
   a. Provides a congenial working environment for colleagues and staff.
   b. Supports and encourages collegial participation.
   c. Effectively promotes the image of librarians and media specialists within the university community.
   d. Provides opportunities for professional growth and staff development.
   e. Motivates staff to perform effectively and efficiently.
   f. Impartially evaluates the achievements and performance of library personnel according to established criteria.

5. Demonstrates effectiveness in communication and interpersonal relations.
   a. Competently communicates with library and university personnel.
   b. Demonstrates a commitment to the dissemination of information within the university community.

6. Fosters cooperative relations with library faculty and staff.

CATEGORY II. RESEARCH/SCHOLARLY/CREATIVE ACHIEVEMENTS AND ACTIVITIES

Research/scholarly/creative contributions will be evaluated for quality, quantity, and professional significance. It is assumed that librarians will be a member of at least one professional or scholarly organization. Activities are not listed in priority order.

A. <u>Formal Publications</u>

1. Publication of a monograph or book.
2. Publication of articles in international or national refereed journals.
3. Publication of articles in international or national non-refereed journals.
4. Contribution of a chapter or an article in a monograph or book.
5. Publication of substantial bibliographies (excluding those published in-house).
6. Editing, compiling or indexing any substantial published work.

B. **Presentations**

1. Presentations at meetings, conferences, or workshops.
2. Presentations to local librarians or local non-librarian groups.
3. Giving workshops.
4. Presentation of research/scholarly/creative exhibits/programs.

C. **Professional Activities**

1. Active membership in international, national, regional, state, and local professional organizations. (Active membership means holding office, chairing or being a member of active committees, presenting papers at symposia, conferences, annual meetings, conducting workshops, etc.).
2. Service as moderator or panelist at international or national conventions.
3. Service as moderator or panelist at regional or state conventions.
4. Service as organizer of professional meetings.
5. Service as editor of an academic or professional publication or journal.
6. Service as referee to a professional and/or scholarly journal.
7. Book and audio-visual material reviewing and/or abstracting.
8. Professional consulting or advisory services outside the university.
9. Substantial contributions to educational, scientific, cultural, civic organizations and/or private or governmental agencies at community, state, regional, national, or international levels.
10. Demonstration of ability to procure funding, grants, or donor gifts.
11. Recognitions and outstanding achievements (awards, honor societies, etc.).
12. Work toward or completion of an additional relevant advanced degree.
13. Relevant coursework undertaken to expand professional competence.
14. Attendance at professional or scholarly seminars, workshops, or meetings.
15. Consulting or advisory service to international development projects, including development of workplans, organization of short courses, library development, etc.

CATEGORY III. SERVICE TO THE LIBRARY, UNIVERSITY AND THE PUBLIC

Professional service efforts may be at the local, state, regional, national, or international level. Each activity will be evaluated on a qualitative and quantitative basis.

A. Active participation on library, university or university-related committees and task forces.

B. Participation in university governance (Senate officer, Senator, etc.).

C. Presentations or seminars to, or consultations with, faculty and student groups within the university relating to professional matters.

D. Presentation of informational public lectures or addresses.

E. Service as an advisor to student groups recognized by the university.

F. Service as a representative of the library or the university to professional or governmental bodies or agencies.

G. Service as editor or contributor to in-house publications such as Open Stacks.

H. Preparation of exhibits or programs within the University.

I. Consulting or advisory service to WSU off-campus programs or research/extension stations.

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